

The Indian Institute of Public Administration

THIRTEENTH ANNUAL REPORT
1966-67

*Presented to the Annual General
Meeting on 28th October, 1967*



INDRAVASTHA ESTATE
RING ROAD
NEW DELHI-1



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**THE
INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
THIRTEENTH ANNUAL REPORT
1966-67**

This Report covers the activities of the Institute during the year April 1966—March 1967. It also contains the audited statement of accounts and the annual balance sheet for the same period.

I. ORGANISATIONAL MATTERS

Shri Gulzari Lal Nanda, the then Union Home Minister, was unanimously elected President of the Institute for the year 1966-67 at the Twelfth Annual Meeting of the General Body held on the 31st October, 1966.

In accordance with Rule 14(5) of the Memorandum of Association and Rules of the Institute, biennial elections were held in August-September, 1966, to fill eight vacancies in the membership of the Executive Council, and the following were elected :

1. Shri S. G. Barve
2. Dr. P. S. Lokanathan
3. Dr. A. Avasthi
4. Shri V. T. Dehejia
5. Dr. K. N. V. Sastri
6. Shri V. S. Hejmadi
7. Shri K. L. Rathee
8. Shri M. V. Desai

The reconstituted Executive Council, at its Seventieth meeting held on the 31st October, 1966, coopted Shri H.C. Mathur, Shri L. P. Singh and Shri Tarlok Singh as members for a further period of one year and Shri Asoka Mehta and Shri T. P. Singh for the remaining two vacancies for a period of one year. The Council re-elected unanimously Shri Asoka Mehta, as its Chairman. Shri N. K. Mukarji was coopted as

member later in the vacancy caused by the demise of Shri S.G. Barve.

The Executive Council re-elected Shri P. B. Gajendragadkar, Shri Gurmukh Nihal Singh and Shri C. Subramaniam as Vice-Presidents for a further term of two years and elected Dr. C. D. Deshmukh, Dr. A. N. Jha and Shri D. P. Mishra as Vice-Presidents for the same period. Shri D. L. Mazumdar was elected Honorary Treasurer for a term of two years.

The Executive Council held 4 meetings during the year.

The Executive Council appointed the following members to the Standing Committee :

1. Shri Asoka Mehta (Chairman)
2. Shri D. S. Joshi
3. Prof. Shantilal Kothari
4. Prof. M. V. Mathur
5. Shri H. M. Patel
6. Shri S. G. Barve
7. Shri V. T. Dehejia
8. Dr. P. S. Lokanathan
9. Shri D. L. Mazumdar
10. Shri K. L. Rathee
11. Shri T. P. Singh
12. Dr. J. N. Khosla (Secretary and Director)

The Standing Committee held 4 meetings during the year.

Demise of Shri S.G. Barve

During the year under report, the Institute suffered an irreparable loss in the passing away, on the 7th March, 1967, of Shri S.G. Barve, Member of Parliament and Member of the Executive Council of the Institute. The Executive Council of the Institute, at its meeting held on the 29th April, 1967, placed on record its profound sense of sorrow at Shri Barve's sudden and sad demise and its high appreciation of his invaluable services as Chairman of the Evaluation Committee.

The members and staff of the Indian Institute of Public Administration and the Faculty and students of the Indian School of Public Administration met on the 7th March, 1967

to express their appreciation of Shri Barve's services to the Institute and adopted a resolution of condolence on his death.

MEMBERSHIP

During the year under report, 309 were admitted to membership of the Institute (Ordinary 243 ; Corporate 20 ; Associate 39 ; Life 7) ; 34 Ordinary Members compounded their subscription for Life Membership ; 84 Ordinary and 10 Corporate Members resigned. 2 members whose names had been removed earlier for non-payment of subscription were readmitted. 7 Ordinary Members ceased to be members of the Institute on account of their deaths.

The total net membership as on the 31st March, 1966 and 1967, is given below :

		<i>March 31, 1966</i>	<i>March 31, 1967</i>
Ordinary	..	1,522	1,642
Corporate	..	148	158
Life	..	117	158
Associate	..	338	377
		2,125	2,335

The number of ordinary members, who were in arrears as on the 1st April, 1967, was 861. Of these 425 had not paid their subscriptions for two years and above.

Twelfth Annual General Meeting of the General Body

The Twelfth Annual General Meeting of the General Body of the Institute was held on Monday, the 31st October, 1966. Shri G.L. Nanda, Union Home Minister at the time and President of the Institute, presided.

The Evaluation Committee

An Evaluation Committee with late Shri S.G. Barve, as Chairman and Dr. P.S. Loka Nath and Shri T.P. Singh as Members was appointed by the Executive Council. Its terms of reference included: a broad review of the work of the Institute and the School in the context of the objective for which they had been set up. The Committee submitted its report in November 1966. The report has since been printed and

circulated to the members of the Institute. One of the major recommendations of the Evaluation Committee accepted by the Executive Council has been implemented : the MDPA Course has been discontinued from the current session. A series of professionally oriented short-term courses with a practical bias for public servants of middle and near top levels has been arranged. The Committee has suggested that a general professional executive development course, not exceeding six months' duration for middle level and senior civil servants might be substituted for the MDPA in due course.

The Executive Council appointed an Implementation Committee with Dr. P.S. Lokanathan as Chairman and Sarvashri D. L. Mazumdar, V. S. Hejmadi, M. V. Mathur, Shantilal Kothari, N. K. Mukarji as Members and the Director as Convener to examine and advise the Executive Council in regard to the implementation of the other recommendations of the Evaluation Committee relating to training, research, organisation etc.

The Implementation Committee has met seven times so far and it has submitted an Interim Report to the Executive Council on August 19, 1967. The Committee expects to finalise its recommendations and to submit the full report by the end of the calendar year. In this Interim Report, the Implementation Committee has suggested that the year 1967-68 should be treated as an experimental year for the organisation of training courses at the Institute. The courses approved for the current year are : (1) Appreciation Course on Techniques of Administrative Improvements (*three*) ; (2) One Course in Survey Research Methodology ; (3) Two Courses in selected fields of Development Administration ; and (4) One Course in Financial Administration. The Director was authorised to organise these courses in accordance with a time schedule to be decided upon in consultation with Government.

The Committee has recommended that the training courses at the School in the future should, as far as possible, be built around ; (a) Modern Techniques of Administration ; (b) Personnel Administration ; and (c) Economic Decision Making.

The short courses arranged for the current year are intended to be of a pilot nature and assist in the development

of the Executive Development and other training programmes recommended by the Evaluation Committee.

In regard to research, the Committee was of the view that after completing the work undertaken for the Administrative Reforms Commission, the Institute should concentrate specially on research in areas in which training courses are being developed.

The Committee agreed that the Institute's research programme should be directed to specialisation in the broad fields of Public Administration and should include subjects of special importance like Development Administration, Financial Administration, Personnel Administration, Statistics and Research Methodology, State-level Administration, Comparative Administration, Agricultural and Food Administration, Industrial and Commercial Management, etc. For these specialised areas the Institute should have senior experts on its staff. In areas where the present Faculty does not have a suitable expert, recruitment may be made from outside. The Committee felt that the Director may maintain a register of specialists in various areas. The Committee was of the view that the retention of staff in the future should depend upon performance, of each individual concerned, during a reasonable period of time, say two years.

The Committee has recommended the establishment of a "*Research Council*" consisting of 12 members, with the Director as Chairman and 4 Professors, 3 Readers, 1 Lecturer and 3 others who are specialists in one field or another of Public Administration, with power to draw up research programmes, to approve the research design and methodology of projects, to watch, guide, control and evaluate the progress of research and take decision as to the suitability or otherwise of the publication of the results of research carried out in the Institute. As the Institute is responsible for maintaining the quality of its research, it might be desirable to impose conditions as to quality for publication under its aegis. The Committee felt that the Institute should develop a hard core of basic staff, train more people and also strengthen the present staff by adding to it persons of the highest merit on

a tenure basis, to enable the Institute to achieve higher standards in research. It might also secure services of some senior administrators on deputation for 2 to 3 years, if possible. The Committee also felt that persons on deputation should not remain on deputation for more than a specific period of time, say, five years.

The Committee was of the view that the academic staff should be increased to 8 Professors, 10 Readers and 12 Lecturers. The additional staff should be recruited as and when funds become available. It was not desirable to allocate a given number of staff to each area of specialisation; there should be flexibility as to the number of Professors and Readers in different areas of specialisation.

II. ACTIVITIES OF THE INSTITUTE

(I) RESEARCH

The research activities of the Institute have been considerably stepped up during the year. The research that has been completed or under way is briefly indicated in the following pages under the heads :

- (1) Research done by the Faculty of the School.
- (2) Research undertaken for the Administrative Reforms Commission under grants from the Commission and from the Government of India.
- (3) Research undertaken for the ARC under grants from Ford Foundation.
- (4) Case Studies.
- (5) Other research projects.

RESEARCH PARTICIPATION IN ADMINISTRATIVE ENQUIRIES OR TRAINING PROGRAMMES BY MEMBERS OF THE FACULTY OF THE SCHOOL

Dr. J.N. Khosla

1. "Development Administration--New Dimensions" A paper for the Second Conference of Directors and Principals of Institutes of Public Administration in the Commonwealth, January 4 to 9, 1 967, published in IJPA, April-June, 1967.

2. Jointly with Dr. Ajit Banerji : A study of personnel systems in South and South-East and Far East Asia.
3. Participated as a member in several administrative enquiries Committees including :
 - (i) Study Team on Machinery of Government, Administrative Reforms Commission—study in progress.
 - (ii) Study Team on State Level Administrative Reforms Commission—study in progress.

Prof. N. Srinivasan

1. Training for Local Government in Zambia, United Nations, New York, 1967.
2. Union-State Relations in Agricultural Development, IJPA, October-Dec., 1966
3. Agricultural Administration in India : A collection of Papers written for the Seminar on "Agricultural Administration" organised by the school in March 1966—completed.
4. Proceedings of the Second Conference of Directors and Principals of Institutes of Public Administration in the Commonwealth held in January 1967 (under publication).

Prof. V. Jagannadham

1. Research Project on "Social Welfare Organisation : Integrated Pattern" (undertaken for the Department of Social Welfare, Government of India)—completed.
2. A study of the Building Construction Department of the Municipal Corporation of Delhi (undertaken for the Ministry of Home Affairs, Government of India) — in progress.
3. A study of the Machinery and Procedures for the Redressal of Citizens' Grievances (undertaken for the Administrative Reforms Commission, Government of India)—completed.
4. Education and Political Development for the Organisation course organised by the Asian Institute of

Educational Planning and Administration, New Delhi,
August, 1966.

5. Lectures on "Development Administration", Asian Institute of Economic Development and Planning, Bangkok, September, 1966.
6. Methods of Inducing Social Change for Overall Development, Overall Organisational and Administrative Requirements — November, 1966. (Paper submitted to the ECAFE Seminar, Bangkok.)
7. Goals and Responsibilities of the Profession of Social Work. (For the Conference of the Association of Schools of Social Work) Calcutta, December, 1966.
8. Administrative Aspects of Urban Community Development (For a Seminar on Administration, Organisation and Management in Urban Community Development) at Jamshedpur, March, 1967.
9. Citizen Participation in Municipal Administration. (For the Osmania University Urban Centre) — June, 1967.
10. Meeting the needs of Social Welfare Manpower (A paper prepared for an International Council of Social Welfare at Tokyo).
11. Problems of Personnel in Correctional Field (along-with Shri S. K. Mukherjee) — Social Defence Journal — October, 1966.

Prof. H. K. Paranjape

1. Continued to work as Director of the Project on "Depth Study of Experience in Preparing Five Year Plans".
2. Continued as Member and Director of Studies for the Study Team on the Machinery for Planning" of the Administrative Reforms Commission, Government of India — Interim Report submitted.
3. Regional Report on "Public Undertakings in the South-East Asia" (undertaken for the Department of Economic and Social Affairs, Division of Public Administration, United Nations) — completed.

4. Prepared paper on :

"How to make the Public Sector the Creator of New Wealth" for the Conference of Public Undertakings called by the Prime Minister of India--Published in the Economic Times -- June 19, 1966.

Prof. V. Subramaniam

Research studies in progress

1. Comparative Study of the Social Background of Higher Civil Servants (in 25 countries).
2. A Study of Specialists and Administrators in Indian Administration (undertaken for the Administrative Reforms Commission).
3. A General Heuristic Integration of Discrete Areas in Organisational Theory.
4. Studies of the socio-economic background of professional groups, namely, (a) Business Managers, (b) Doctors, (c) Accountants, and (d) Engineers.

Study of business managers in I. C. I., Shell, Ind-aluminium, Hindustan Lever and Tatas.

Research studies completed

5. The Social Background of India's Administrators—completed. Being published by the Government of India, Ministry of Home Affairs.

Articles published or under consideration with academic journals

6. Classical Theory and its Critics, Public Administration, London, Winter, 1966.
7. Representative Bureaucracy: A Reassessment—Accepted for publication in the American Political Science Review, Washington—December, 1967 issue.
8. Training Programmes in Indian Industry, The World Yearbook of Education, Volume II, 1967, University of London and Columbia University, New York.
9. The Tamil Contribution to Indian Political Thought—proceedings of the First International Conference of Tamil Studies, Kuala Lumpur, Malaysia, 1966.

10. A Theoretical Analysis of the Decision—Implementation Cycle in National and Local Government—presented at the Urban Administration Conference at Hyderabad—June, 1967.
11. The Confusions and Redundancies of Prismatic Theory: Applying Occam's Razor.
12. The General Systems Concept in the Natural and Social Sciences, submitted for publication in Political Studies. Oxford, England.
13. The Machinery of Government, Combinatory Nationality and Systems Analysis—completed (Submitted to Public Administration, Sydney.)
14. Tools of Management and Organisation Theory — submitted for publication in Management Studies, University of Manchester, England.
15. A structural Functional Analysis of the South Indian Bhakti Movement from the 5th to the 9th centuries A.D.—paper prepared for the XXVII International Orientalists Congress, Ann Arbor, Michigan, USA—held in August, 1967.
16. Administrative Continuity in Indian History : A Dangerous Myth—IJPA, April-June, 1967.

Dr. A.P. Barnabas

1. Study on Citizens' Grievances in Development Administration (undertaken for the Administrative Reforms Commission, Government of India) jointly with Shri H.R. Makhija—completed.
With Dr. Donald C. Pelz :
2. Coordination in Administration of Agricultural Development—a survey research project—completed.
3. Sociological aspects of the Mahaweli Ganga Project. Report to FAO, 1967.

Dr. M.J.K. Thavaraj

Study on "An Evaluation of the Working of Delegation of Financial Powers—case studies in the Department of Agriculture and Ministry of Works and Housing",

(undertaken for the Administrative Reforms Commission, Government of India) jointly with Shri³K. L. Handa—completed.

Dr. Ajit M. Banerjee

1. Jointly with Dr. J.N. Khosla: A Study of Personnel Systems in South, South-East and Far East Asia—completed.
2. Training Programme for Executive Development—a projected plan of work—completed.

Dr. S. Subbaramaiah

Union-State Relations in Multipurpose River Valley Projects — A Case Study of the Chambal Project (undertaken for the Administrative Reforms Commission, Government of India) — first draft of report is ready.

* * *

During the period under report, there were seven Research Fellows/Scholars at the School working under the direction of the Faculty Members on the following subjects:

1. Administrative System of Nepal.
2. Administration of NEFA.
3. Planning and Agricultural Development with reference to Bihar.
4. Rural Political Leadership and Development Administration.
5. Machinery for the Prevention and Settlement of Industrial Disputes in India.
6. Public Service Commission at State Level, with special reference to Madhya Pradesh.
7. Developments in Indian Federalism since 1950.

**STUDIES FINANCED BY THE ADMINISTRATIVE REFORMS
COMMISSION AND THE GOVERNMENT OF INDIA**

Mention was made in the last report of studies taken up by the Institute with a grant of Rs. 92,000 received from the

Administrative Reforms Commission (ARC). Three of these have been completed and their reports submitted to the ARC.

1. "Control of Panchayati Raj Prof. M. V. Mathur, Vice-Chancellor, Rajasthan University acted as the overall guide. The report is in four volumes and includes four area reports on Rajasthan, Madras, Maharashtra and Gujarat and a consolidated report. The reports were edited by Dr. Iqbal Narain, of the Department of Pol. Sc., Rajasthan University.
2. "Experience of citizens with regard to Administration" Dr. A. P. Barnabas, Reader, Indian School of Public Administration,
3. "Union-State Relations in Urban Development" Shri A. Datta, Reader, Municipal Centre, and Shri M. Bhattacharya, S.R.O.
4. "Relations between Legislators, Ministers and Civil Servants" Field work has been completed and the report which is in two parts : (a) Leadership at the Level of the Minister ; and (b) Parliament and Government is under preparation.

Studies undertaken on behalf of the Government of India: Building Construction Department in the Delhi Municipal Corporation

At the request of the Union Ministry of Home Affairs, the Institute initiated in September 1966 a study of the Building Construction Department of the Delhi Municipal Corporation. The study aims at analysing the experience of the citizens in regard to approval of their building plans by the Delhi Municipal Corporation. It will also examine the attitudes and difficulties of officers who have to deal with the citizens' requests in the matter. The study is directed by

Prof. V. Jagannadham and it is expected to be completed by March, 1968.

RESEARCH PROJECTS FINANCED FROM THE SPECIAL FORD FOUNDATION GRANT

The last year's report referred to the offer of assistance made by the Ford Foundation to the Institute to equip itself to "serve as an important instrumentality of the Administrative Reforms Commission" and undertake research in administrative problems of use to the Commission. The Institute received in December 1966 the first instalment of Rs. 4,25,000 and \$ 10,000, out of a total grant of \$ 292,000 (Rs. 21,90,000) approved by the Ford Foundation. Details of these grants are given in a subsequent section of the report. With the special funds placed at its disposal the Institute has taken up a number of studies relating to administrative reforms during the current year.

The studies* completed under the scheme and furnished to the Administrative Reforms Commission or nearing completion are listed below:

1. "Communication to and Utilisation by industry of the researches of scientific institutions". Shri N.H. Atthreya, Director, Management Counsel, Bombay and Shri Ved Prakash (IIPA).
2. "Utilisation of the results of medical and agricultural research" (3 Reports). Shri N. H. Atthreya Dr. D. Anand, Dr. G. S. Pandse.
3. "Re-organisation of District Collectorates". Shri R. K. Trivedi, IAS, Collector, Kanpur.
4. "Career Planning and Placement of Senior Officers at the Centre and in the States". Shri G. Mukharji IAS (Retd.), nearing completion.
5. "Administration of Public Enterprises — the Steel Industry". Shri Mahesh Chandra, Management Consultant, New Delhi.

* The progress is as on 30th September, 1967.

6. Memoranda on the following subjects based on research carried out by Dr. G.P. Keshava, Research Associate in the Institute have been furnished to the Study Team on Public Undertakings of the Administrative Reforms Commission :

- (a) Appraisal of management's performance in Public enterprises ;
- (b) Price Policy of Public Enterprises ; and
- (c) Budgeting in public enterprises.

7. Six case studies on problems of re-appropriation and utilisation of budgeted funds, accounting of foreign aid, etc., were prepared by Shri K. L. Handa, Research Officer and submitted to the ARC Study Team on Financial Administration.

8. A study of the present arrangements for on-the-job training of the IAS probationers undertaken by Dr. David C. Potter, an American Scholar attached to the IIPA, has also been completed. A short paper summarising the findings of the study has been furnished to the ARC.

In addition to these 13, other studies are in various stages of progress :

- 1. "Relations between politicians and administrators at the District Level". Prof. Shantilal Kothari, Visiting Professor at the ISPA and Director General of the Centre of Applied Politics.
- 2. "Relations between specialists and administrators". Prof. V. Subramaniam, Professor, ISPA.
- 3. "Machinery and procedures for redress of citizens' grievances in States". Prof. V. Jagannadham, Professor, ISPA.
- 4. "Bureaucracy and Development Administration in India". Dr. V.A. Pai Panandiker, Special Assistant to the Dy. Prime Minister.

5. "Administrative Growth". Dr. B. B. Misra, Professor of History, Delhi University.
6. "Methods of Improvement in Government". Shri K. N. Butani, I.R.S., Project Director, IIPA.
7. "Position Classification in Public Services". Shri M.M. Kohli, Dy. Secretary, Govt. of India, on deputation to the Institute as Project Director for this study assisted by Shri S. P. Verma, Research Associate, IIPA.
8. "Administrative Problems of Pricing and Budgeting in Public Enterprises" Dr. G.P. Keshava, Research Associate.
9. "Combination of the posts of the Heads of Executive Agencies and of the Secretariat Departments". Dr. A.R. Tyagi, Punjab University, Simla.
10. "Union-State and Inter-State Relations in Multi-purpose River Valley Projects". Dr. S. Subramaiah, Reader, ISPA.
11. "Working of the Scientists' Pool". Dr. Raja Raman, Senior Scientific Officer, Ministry of Education.
Shri Ved Prakash, IIPA.
12. "Participation of the scientific community in decision-making in scientific institutions". Dr. A. Rahman, Scientist Incharge, Research Survey and Planning Organisations, C. S. I. R.
13. "Recruitment and promotion procedures in the Atomic Energy Commission." Dr. Jitendra Singh, Administrative Staff College, Hyderabad.

Final/interim reports of about 10 of these would be made available to the Administrative Reforms Commission by the end of 1967, and the remaining studies are expected to be completed by the middle of the next year.

All the major ARC studies mentioned above have been taken up after the preparation of a detailed research design in each case. An expert advisory committee has also been appointed to advise on the framing of the research issues, methodology and the presentation of findings.

The additional studies on which work is being initiated include :

1. "State-level Administration" — (i) Introduction of an officer-oriented pattern ; and (ii) Relations between the Executive and Administrative departments in States.
2. "Formulation and implementation of Administrative Reforms" — A study of (a) the establishment and working of the Administrative Reforms Commission ; and (b) the implementation of its recommendations.
3. "Administrative leadership at the level of the Secretary".

CASE STUDIES

Under the special (third) Ford Foundation grant, the Institute has also initiated an expanded programme of case studies. This is a continuation of the earlier programme of case studies under the Second Ford Foundation grant. The projected plan of new case studies includes about fifteen studies on personnel administration, administrative leadership, Union-State relationships, and project planning and implementation, to be done on part-time basis by Government officials or researchers.

Shri K. N. Butani, till recently Director, Special Areas Development Programme, Department of Rehabilitation, Government of India, has joined the Institute as Project Director of the Case Studies programme. A number of case studies have already been commissioned to be written up by senior administrators in the States and in the Centre. The Director of the programme has himself undertaken to write a case study. The programme may be said to have gathered momentum and significant results are expected from it. An attempt is being made to relate the case study programme to the needs of training programmes of the Institute.

OTHER RESEARCH PROJECTS

(i) *India's Experience in Development Planning*

During the period under report, work on this Project has been continued. The Project Director, Prof. H. K. Paranjape has also undertaken as Member-Director of the Study Team on "The Machinery for Planning" to direct studies for the team. The Team submitted in March, 1967 an interim report to the Reforms Commission. Its final report is expected to be submitted to the Commission by the end of October, 1967. Thereafter work on the Institute's project on Planning will be resumed. It is expected to be completed by the end of March, 1968.

(ii) *The Administrative History of India (1837-1947)*

As was mentioned in last year's report, the first volume, "General Administration" is under print. Work on the second volume, "Development Administration", is progressing. Dr. B. B. Misra has also undertaken a study for the Administrative Reforms Commission. This is a study of the two development departments of Agriculture and health (including Family Planning).

(iii) *Panchayati Raj and Community Development*

The research staff engaged on this project have had to be assigned various tasks on projects of research for the ARC and there has been no significant progress on the project.

(iv) *The Framing of India's Constitution*

Considerable progress has been made on this major project which is directed by Shri B. Shiva Rao assisted by Shri C. Ganesan. The first volume of documents has already been published. The introductory volume is under print. The strike order for the second and third volumes of documents has been given to the press.

The Government of India has generously sanctioned an additional grant of Rs. 100,000 for this project.

(v) *Guide to Archival Source of Modern Indian History*

This project was almost completed during the year. The Project Director, Shri V. C. Joshi returned to his parent

department early this year. The Guide is to be sent to press before the end of December this year.

Consultants

In the expansion of its research work, the Institute has had the advantage during the year of the services of two long-term consultants and two short-term consultants provided by the Ford Foundation. Dr. H. R. Seymour of Brookings Institute served as a Consultant on organisation and Prof. Ross Pollock as Consultant on Personnel Administration. Prof. Edwin Bock, Chairman, Inter University Case Programme, Syracuse University served as adviser on Case Study Programme and Dr. J. Lee Westrate, Professor of Science and Public Policy served as consultant for the Study on Science and Government. The consultants have been very helpful in planning some of the studies undertaken by the Institute for the ARC.

Deputations

As part of its research effort for the ARC, the Institute has sponsored for overseas study and research the following persons who are intimately connected with the work of the ARC.

- (1) *Shri N. K. Mukarji*, Joint Secretary, Department of Administrative Reforms, Ministry of Home Affairs and Member-Secretary of the ARC Study Teams of the Machinery of Central Government and the Union-State Relations.
- (2) *Shri G. P. Shahani*, Deputy Secretary in the Department of Administrative Reforms and ;
- (3) *Shri N. H. Atthreya*, Project Director of the IIPA studies on Science and Government.

(2) THE SCHOOL

A. TEACHING STAFF

Prof. N. Srinivasan, on the completion of his assignment under the United Nations as Local Government Adviser to the Government of Zambia, rejoined the School on November 1, 1966. During his absence, Prof. V. Jagannadham acted as Vice-Principal, and Prof. R. Bhaskaran, Retired Professor of

Politics and Public Administration, Madras University, served as Visiting Professor of Political Science (July 12, 1966 to October 22, 1966).

Dr. V. Subramaniam joined as Professor of Public Administration on January 28, 1967 vice Dr. A. Avasthi who relinquished his post as Professor of Public Administration to join the Saugar University as Professor and Head of the Department of Political Science.

Dr. A. P. Barnabas proceeded on extra-ordinary leave for a period of six months on January 1, 1967, on his appointment as Rural Sociologist in Ceylon under the United Nations Food and Agricultural Organisation. During his leave of absence, the course on Rural Administration was given by Shri M. C. Nanavatti, Director (Social Education), Department of Community Development, Ministry of Food, Agriculture, Community Development and Co operation on a part-time basis. Dr. Barnabas extended his leave by three months and rejoined his post on 4-10-67.

Dr. M. J. K Thavaraj was at Maxwell School, the Syracuse University, on a Post-Doctoral Senior Fellowship in Economics awarded by the U.S Government for research on "The Application of Performance Budgeting to Planning and Programming of Capital Facilities" for one academic year from September 6, 1966 to September 30, 1967. At the conclusion of his period of deputation for higher studies he rejoined the School on September 30, 1967.

Dr. S. R. Maheshwari, Reader in Public Administration at the School, who joined the Department of Administrative Reforms in the Ministry of Home Affairs as Chief Research Officer on deputation from the School on May 22, 1966, continued to be on deputation during the period under report.

Dr. Ajit M. Banerjee who was appointed Reader in Public Administration vice Dr. S. R. Maheshwari joined the School on August 20, 1966. He has since been granted extra-ordinary leave from September 27, 1967 to take up an assignment in the ECAFE as Regional Adviser on Public Administration.

Dr. S. Subbaramaiah, who joined as Reader in Economic Policy and Administration on September 9, 1966, has reverted to Sri Venkateswara University on completion of his assignment.

Prof. Shantilal Kothari, M.P., has been Honorary Visiting Professor in Applied Politics and Administration, since June 13, 1966.

Annual Day

The Eighth Annual Day of the Indian School of Public Administration was held on July 15, 1966. Shri Y. B. Chavan, the then Union Minister for Defence at the time and now Home Minister delivered the convocation address.

The ninth session (1966-67) of the School commenced on July 15, 1966. In all 31 candidates were admitted to the MDPA class including 1 University teacher (from the University of Bhagalpur), 10 officers deputed by the Government of India and 8 by the State Governments of Andhra Pradesh, Assam, Jammu and Kashmir, Maharashtra, Haryana, Rajasthan and Uttar Pradesh, 6 general students and six foreign students deputed by the Government of Thailand under the Technical Co-operation Scheme of the Colombo Plan.

In addition, a batch of 10 probationers of the Delhi-Himachal Pradesh, Andaman and Nicobar Islands Civil Service attended the MDPA Classes during the first term of the session as part of their probationary training.

The School awarded 1 teacher's senior scholarship, 2 scholarships and 3 tuition freeships for general students.

B. TRAINING

(i) *Eighth Training Course for Officers of the Ministry of Home Affairs (August 22—October 12, 1966)*

At the request of the Union Ministry of Home Affairs, the Indian School of Public Administration conducted a short-term training course of eight weeks' duration for officers of certain organisations of the Ministry.

The directing staff for the course consisted of Dr. J. N. Khosla, Shri O.P. Grover, and Shri Shanti Swarup and Dr.

V. Jagannadham who was Professor-in-charge. Dr. S. Subbramaiah, Reader in Economic Policy and Administration, assisted Dr. Jagannadham. The aim of the course was to acquaint the participants with contemporary economic, social, political and administrative developments in India and abroad and to develop in them an awareness of present-day world problems.

The course was inaugurated by Shri R.N. Kao, Joint Director, Ministry of Home Affairs, Government of India, on August 22, 1966, and concluded with an address by Shri A.K. Dave, Joint Director, Ministry of Home Affairs, Government of India, on October 12, 1966. Nineteen officers attended the course.

(ii) *Fourth, Fifth and Sixth Appreciation Courses on “Techniques of Administrative Improvement”*

On behalf of, and in collaboration with the Department of Administrative Reforms of the Ministry of Home Affairs, Government of India, the school organised during the year three Appreciation Courses on “Techniques of Administrative Improvement”, each of a duration of eight weeks.

The advisory Committee for the courses consisted of Dr. J. N. Khosla, Director (Chairman), Shri N. K. Mukarji, Joint Secretary, Department of Administrative Reforms, Ministry of Home Affairs (Convener) and Sarvashri M. G. Pimputkar, K.K. Dass, K.P.U. Menon, E. N. Mangatrai, Brig. K. Pennathur, S.B. Kulkarni and A.N. Biswas as members and Prof. A. Avasthi, as Member-Secretary of the Committee. Prof. A. Avasthi, Head of the Department of Political Science, University of Saugar and formerly Professor of Public Administration at the Indian School of Public Administration served as Visiting Professor at the School during July and August 1966 and in October 1966 in connection with the Fourth and Fifth Appreciation Courses. Dr. S. R. Maheshwari, Reader in Public Administration at the School and on deputation as Chief Research Officer at present with Department of Administrative Reforms, Ministry of Home Affairs assisted Dr. Avasthi in the two earlier courses and was placed in full charge of the later courses.

The appreciation courses are intended for officers at the level of Deputy and Under Secretaries in Central Ministries and for officers of equivalent rank in the State Secretariats or in the Districts as well as officers from the public sector undertakings and other specialised services like engineering, forestry, police, finance, etc. The aim of these courses was to facilitate an appreciation of the practical problems and needs of administrative reforms at various levels of administration. The emphasis of the courses is the practical application and use of administrative techniques and thus to enable officers attending the course not only to undertake organisation and programming of administrative reforms in their own departments but also to execute those programmes in practice and provide guidance to others engaged in similar work.

The Fourth Appreciation Course was inaugurated by Dr. A.N. Jha, then Chief Commissioner and now the Lt. Governor, Delhi and was attended by 14 officers from the Central and State Governments and Public Sector undertakings. The concluding session was addressed by Shri V.V. Chari, Secretary, Administrative Reforms Commission, Government of India.

The Fifth Course was inaugurated by Shri P. S. Naskar, Deputy Home Minister, Government of India, and was attended by 18 officers from the Central and State Governments and Public Corporations. The concluding session was addressed by Shri K. C. Pant, M. P., now Minister of State in the Ministry of Finance, Government of India.

The Sixth Course was inaugurated by Shri D. L. Mazumdar, then Director, India International Centre and was attended by 20 officers from the Central and State Governments and Public Corporations. The concluding session was addressed by Shri K. Hanumanthaiya, M. P., Chairman, Administrative Reforms Commission.

Assignments included participation in lecture discussions, and work in syndicate groups, each of the participant preparing a report on a selected topic under the guidance of an adviser. In addition small teams of participants conducted administrative surveys of selected agencies.

To acquaint the participants with the practical application and use of administrative techniques in programming, project planning and control, etc., study tours to ESSO Standard Inc. Refineries and the Atomic Energy Establishment, Bombay, formed a part of the training programme of the Fourth Course. Imperial Chemical Industries (India) Private Ltd., Indian Institute of Management, Calcutta, were studied by the participants in the Fifth Course. Hindustan Lever Ltd., Administrative Staff College of Maharashtra and the O & M Division of the Government of Maharashtra, Bombay, were included as part of the training programme of the Sixth Course. A few local visits to institutions in Delhi were also arranged for each course. The participants in the Courses were also attached for two days to the Staff Inspection Unit of the Union Ministry of Finance, the Department of Administrative Reforms and the Planning Commission.

Participation of MDPA Students in the Bihar Famine Relief Control System Project

In January-February 1967 nine MDPA Students volunteered for work with a team of Management, Administration and Statistical analysts of the Planning Commission engaged in helping officers of the Government of Bihar in installing a control system for operating the Famine Relief Programme in Bihar. These student volunteers worked both at the district and divisional headquarters in Bihar and the work done by our students was greatly appreciated.

(3) CENTRE FOR TRAINING AND RESEARCH IN MUNICIPAL ADMINISTRATION

The Centre for Training and Research in Municipal Administration was set up in December 1966 with a grant-in-aid from the Union Ministry of Health and Family Planning and forms a wing of the Institute.

Objectives:

As the Centre has been envisaged as an apex organisation of a countrywide organisation for training and research in municipal administration, its major functions are : (a) to organise suitable training courses for the senior most municipal

officials and State officials concerned with municipal administration in order to improve the technical and professional character of municipal services ; (b) to hold seminars for the elected leaders of urban local authorities for the purpose of facilitating awareness of problems facing the local bodies and encouraging communication between the technical experts and the popular leaders ; (c) to arrange special conferences and study groups on contemporary problems of municipal administration ; (d) to help other State and regional centres of training and research in municipal administration that exist or may be established ; (e) to promote research on various governmental problems arising from urban and metropolitan growth in India ; (f) to develop an efficient and up-to-date information and documentation centre in municipal administration in India and abroad ; and (g) to provide consultancy service to the various public bodies on municipal administration and to represent India in international conferences.

Advisory Committee

An Advisory Committee has been constituted by the Executive Council to guide the activities of the Centre with the following membership :

1. I. K. Gujral, Minister of State for Parliamentary Affairs and Communications, Government of India (Chairman).
2. J. N. Khosla, Director, Indian Institute of Public Administration.
3. Shantilal Kothari, Member of Parliament.
4. Nur-ud-din Ahmed, Ex-Mayor, Municipal Corporation of Delhi.
5. P. R. Nayak, Secretary, Ministry of Petroleum and Chemicals, Government of India.
6. Gian Prakash, Joint Secretary, Ministry of Health and Family Planning, Government of India.
7. K. L. Rathee, Commissioner, Municipal Corporation of Delhi.

8. H. K. L. Bhagat, Ex-Deputy Mayor, Municipal Corporation of Delhi.
9. Deva Raj, Officer on Special Duty, Ministry of Health and Family Planning, Government of India.
10. N. Srinivasan, Professor of Political Science, Indian School of Public Administration.

Activities

At the request of the Ministry of Health and Family Planning, Government of India, the Centre organised a short-term training course for a group of local government officers from Zambia in January 1967.

The period under review was devoted to the planning and preparations for the regular training courses to be launched in the following year.

Library

Since a specialised library is an essential preliminary to training and research, vigorous efforts are being made to collect, as quickly as possible, more important books, periodicals, public documents, and statutes and regulations pertaining to urban local government and administration. It is gratifying to note that within this period of barely four months, essential books and publications worth about Rs. 19,000 have so far been purchased. In addition, about 200 books and other documents were received as gifts from different sources. These collections formed the nucleus for a specialised library, within the set-up of the main library of the Institute. An Assistant Librarian has since been appointed to catalogue and properly organise the collections under the supervision and guidance of the Librarian and Reference Officer.

Teaching Staff

During the period under review, one Reader in Municipal Administration, one senior Research Officer, one Lecturer and two Research Officers have been appointed to the staff of the Centre.

Research Work

Immediately before the establishment of the Centre, Sarvashri A. Datta, Reader in Municipal Administration, and M. Bhattacharya, Senior Research Officer, were engaged in a research project on "Centre-State Relations in Urban Development", assigned to Institute by Administrative Reforms Commission. For the Study Team on the "Machinery of Central Government", Sarvashri Datta and Bhattacharya had also prepared a comprehensive note entitled "Central Machinery for Urban Development". Sarvashri Datta and Bhattacharya completed a paper on "A Functional Approach to Indian Federalism" which has since been published in the Institute's Journal.

Shri A. Datta took charge of the National Buildings Organisation project on "Effect of Rent Control on House Construction in Delhi". Shri Datta submitted a paper entitled "Urban Community Development and the Local Authorities" at the Seminar on Administrative Organisation and Management of Urban Community Development which was organised at Jamshedpur by the India International Centre, New Delhi, from March 13-15, 1967. A paper on 'Municipal Finance Corporation' was prepared at the request of the Department of Public Administration, Osmania University, Hyderabad, for its Orientation Course in Urban Government in June 1967 and a paper on "Machinery for Urban Development" for inclusion in a special volume on Development Administration have been completed by Shri A. Datta.

Shri Bhattacharya's paper entitled 'Organisation of Municipal Services' for the Orientation Course in Urban Government at the Osmania University, Hyderabad, has since been completed.

Shri R. S. Gupta, Lecturer in Municipal Administration, rejoined his post on the 8th July, 1967, after completing a six-month course on Public Administration at the Institute of Social Studies, The Hague, Netherlands. He completed his research paper on "The Training of Municipal Employees in the Netherlands", as part of his training programme.

Research projects of both short and long term duration on live issues and practical problems of urban local government are being carefully planned in consultation with the Ministry of Health and Family Planning and with an eye to the needs of the urban local bodies.

Conferences

A Conference was organised by the Centre on the occasion of the visit of the distinguished delegates to the Bangkok Congress of the International Union of Local Authorities. The Conference was also attended by Senior officials of the Planning Commission, some of the Central ministries, the Delhi Municipal Corporation and the New Delhi Municipal Committee.

Finance and Accounts

During the period under review, a grant-in-aid amounting to Rs. 69,000 was received from Ministry of Health and Family Planning, Government of India. The Centre is grateful to the Ministry of Health and Family Planning, Government of India, for its financial support and for cooperation and advise of its Senior officials.

Total expenditure to the end of March 1967 was Rs. 77,720.61 which included a sum of Rs. 5683.99 representing salaries for March, 1967 paid on April 1, 1967.

(4) SEMINARS & CONFERENCES

(i) EROPA International Study Conference on the Role of public Administration in National Development

The Indian School of Public Administration organised in cooperation with the German Foundation for developing countries and EROPA (Eastern Regional Organisation for Public Administration) an international Study Conference on the Role of Public Administration in National Development. The Conference was held in two stages, the first at Berlin and the second at Delhi. The Berlin part of the programme which lasted from October 17 to November 8, 1966, included a comparative study of development activities in a number of countries both in Europe and Asia and a study of the principles of

public administration relevant to the efficient handling of development programmes in the countries of the region. At Berlin, the participants had also an opportunity to study West Germany's remarkable post-war development and to attend lectures and participate in seminars by distinguished Western scholars and administrators.

The Delhi part of the programme commenced on November 9 and ended on November 20, 1966. Participants discussed problems of development with leaders who are playing an important role in planning and administering development programmes in India at Delhi. The programme of lecture-discussions was complementary to the programme at Berlin, and together covered the field of development administration in an integrated manner.

The participants attending the Conference included officers from Indonesia, Korea, Malaysia, the Philippines, Republic of China, Thailand, representatives of EROPA, the German Foundation for Developing Countries, and five officers of the Government of India.

Shri Asoka Mehta, Chairman of the Executive Council, delivered an address on November 9, 1966 on "Peoples' Participation in Development". Senior administrators including Shri A.N. Jha, Shri K.B. Mathur, Shri Tarlok Singh and Shri Pitambar Pant, the Director of the Institute, the Faculty Members of the School and Senior Research Staff of the Institute participated in the sessions of the Conference at Delhi. A study tour to the multi-purpose hydro-electric project at Bhakhra-Nangal Dam and a visit to Chandigarh formed part of the Conference programme.

The Institute is grateful to Dr. Carlos P. Ramos, Secretary-General, EROPA, Manila, and Dr. Karl Schmidt of the German Foundation for Developing Countries, Berlin for entrusting the Indian School of Public Administration with the responsibility for organising the Study Conference and for their help in various ways; and to the Government of India for deputing their senior officers to participate in the programme.

(ii) *Second Conference of Directors and Principals of Institutes of Public Administration in the Commonwealth.*

The Second Conference of the Directors and Principals of Institutes of Public Administration in the Commonwealth was organised by the Institute from January 4 to 9, 1967. The Conference was inaugurated by Shri M. C. Chagla, the then Minister for External Affairs, Government of India on January 4, 1967, and was presided by Dr. C. D. Deshmukh, the then Vice-Chancellor, Delhi University.

The subjects of discussion at the Conference were (1) Development Administration ; (2) Relative Merits of Institutes of Public Administration organised as part of Universities, as departments of Government and as Autonomous Institutions ; and (3) Research and Consultancy in Public Administration.

Discussion papers were contributed by (i) Dr. J.N. Khosla Director, Indian Institute of Public Administration, New Delhi on "Development Administration—New Dimensions" ; (ii) Mr. S. S. Richardson, Director, Institute of Administration, Ahmadu Bello University, Zaria (Nigeria) ; and by (iii) Mr. J.E. Kariuki, Principal, Kenya Institute of Administration, Nairobi (Kenya). Two other discussion leaders, Mr. Raymond Nottage, Director, Royal Institute of Public Administration, London, and Mr. E.V. Mamphey, Principal, Institute of Administration, Achimota (Ghana) initiated the discussion on their subjects with extempore statements.

The Conference elected Prof. Srinivasan, Professor of Political Science and Vice-Principal as the *General Rapporteur*, Mr. W.A.P. Reilly, Course Director, University of Manchester, Department of Overseas Administrative Studies, Manchester (England), Mr. Adebayo Adedeji, Deputy Director, Institute of Administration, University of Ife, Ibadan (Nigeria), and Mr. J. Bhattacharayya, International Institute of Administrative Sciences, Brussels (Belgium) as Rapporteurs for the different subjects.

Nineteen delegates from Australia, Botswana, Lesotho, Swaziland, Ghana, Ireland, Jamaica, Kenya, Malawi, Malaysia, Malta, Nigeria, United Kingdom and India in addition to ten

representatives from the Institute/School attended the Conference. There were observers from New Zealand, Economic Commission for Asia and Far East, (United Nations) Bangkok, International Institute of Administrative Sciences, Brussels, International Social Science Council, Paris, United States Agency for International Development and the Ford Foundation, New Delhi.

The concluding session of the Conference was addressed by Shri Asoka Mehta, on January 9, 1967.

The proceedings of the Conference and the papers submitted have been edited by Prof. N. Srinivasan for publication and the volume is in print.

The Institute is grateful to the Commonwealth Foundation, London, and the Ministry of External Affairs of the Government of India for their generous financial support which made it possible for the Institute to organise the Conference,

(iii) *Seminar on “Indian Planning—Lessons for the Future”*

Prof. A.H. Hanson initiated a discussion on “Indian Planning—Lessons for the Future” at the Institute on February 13, 1967. Dr. C.D. Deshmukh presided.

(iv) *Symposium on “Perception of Problems and Opportunities for Science and Technology in India*

The Institute organised a symposium from March 22 to March 24, 1967, at Udaipur to discuss the problems and opportunities for Science and Technology in India. Prof. M. S. Thacker, Member, Planning Commission, was Chairman of the symposium. It was attended by twenty senior officers connected with the formulation of scientific policy, directors of research laboratories and industrialists.

The participants considered the areas of scientific and technological research and development which need to be emphasized in India. It also considered questions of scientific policy and machinery necessary to handle the problems identified and to make the fullest use of the opportunities.

(v) *Tenth Annual Conference*

The Tenth Annual Conference of the Members of the Institute was held on October 30, 1966, under the chairmanship

of late Shri S. G. Barve. The subject of discussion was "Centre-State Relations".

(5) LECTURES

The following lectures were delivered under the auspices of the Institute.

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
April 11, 1966	H.E. Prof. Gunnar Heckscher, Swedish Ambassador and former Vice-President, International Political Science Association.	"The Budget as an Instrument of Administrative Efficiency"
April 12, 1966	"	"
September 27, 1966	Mr. J.F. Robertson, President, New Zealand Institute of Public Administration.	"Administrative Reforms in New Zealand"
October 7, 1966	Mr. Henri Pigeat, Civil Administrator in General Direction of Administration and Public Function.	"Administrative Reforms in France"
November 22, 1966	H.E. The Rt. Hon. John Freeman, High Commissioner for the United Kingdom in India.	"Public Administration and the Public"
March 8, 1967	Mr. Charles Curran, Director of External Broadcasting, British Broadcasting Corporation.	"Running of the British Broadcasting Corporation—The Functions of the Board of Governors and the Responsibilities of the Directors".

Distinguished Visitors to the Institute and the School

Among the distinguished visitors to the Institute and the School during the year who addressed the Staff and/or Students, mention may be made of the following :

- (1) Mrs. Vera Micheles Dean, Professor of International Development, New York University Graduate School of Public Administration, U.S.A.
- (2) Dr. Frederick Riggs, Professor of Public Administration, Indiana University, U.S.A.
- (3) Dr. Gay Obern, Director of the Special Training Division and incharge of Institutes on the Management of Development Projects, Administrative Management for Development and other mid-career Training Programme, University of Pittsburgh, U.S.A.
- (4) Mr. A. Alagappan, Public Administration Adviser, United Nations, N.Y.
- (5) Mr. Henri Pigeat, Civil Administrator in General Direction of Administration, Paris, France.
- (6) Prof. Raúl P. De Guzman, Professor of Public Administration, School of Public Administration, Mani'a.
- (7) The Queen Mother and Princess Irene of Greece.
- (8) Mrs. Thelma Hunter, Lecturer in Indian Government, School of General Studies, Australian National University, Australia.
- (9) Prof. Max Beloff, Gladstone Professor of Government and Public Administration, Oxford University.
- (10) Dr. Tjoek Soejoni, Director, National Institute of Administration, Indonesia and Dr. R. Karnandi.
- (11) Mr. V. Ringadoo, Education Minister of Mauritius and Mrs. Ringadoo.
- (12) Prof. Vladimir Kadlec, Rector of the Economics Institute, Prague, Czechoslovakia.
- (13) Prof. William A. Robson, Emeritus Professor of Public Administration, London School of Economics, London.

- (14) Dr. Herman Niebhur, Director, Community Studies, Temple University, Philadelphia.
- (15) Sir John Hicks and Lady Ursula Hicks, Oxford University.
- (16) Karl M. Schmidt, Associate Professor, Syracuse University, U.S.A.

(6) PUBLICATIONS

- (A) IIPA NEWSLETTER AND PUBLIC ADMINISTRATION ABSTRACTS AND INDEX OF ARTICLES (MONTHLIES)

The Newsletter continued to be published regularly during the year.

The Public Administration Abstracts and Index of Articles also continued to be published up to the end of February, 1967 issue. Its publication has been suspended temporarily since then in order to ascertain the views of members on its usefulness. A questionnaire on the subject has been issued to members and replies are awaited.

- (B) THE INDIAN JOURNAL OF PUBLIC ADMINISTRATION (QUARTERLY)

Because of rise in the cost of paper and printing, the subscription rates of the IJPA have been revised from the 1st of January, 1967. While the Journal has now been priced at Rs. 5 per copy (£ 0-15-0 or U.S. \$ 2), the annual subscription rates are : India—Rs. 16 ; abroad—£2-05-0 or U.S. \$ 6.

A Special Issue (July-September, 1966—Vol. XII No. 3) of the Journal on "Tasks & Priorities in Administrative Reforms" was brought out on the occasion of the Annual General Meeting of the General Body of the Institute held on 31st October, 1966.

Sixty-seven contributors were invited to write for the Journal during the year under review as against 49 during the corresponding period during the previous year.

A new feature entitled "comments" has been added to the Journal to provide an opportunity to readers to express their views on important articles appearing in it.

Shri H.G. Paranjpe, Under Secretary in the Lok Sabha Secretariat, is acting as Honorary part-time Assistant Editor of the Journal *vice* Shri B.S. Narula, who has been appointed as Special Assistant to the Chairman, Administrative Reforms Commission.

(C) BOOKS AND MONOGRAPHS

The following books and monographs were published during the year :

- (i) Union Public Service Commission
by M.A. Muttalib.
- (ii) Indian Audit and Accounts Department
by M.S. Ramayyar.
- (iii) Conference on Administrative Reforms.
- (iv) Agricultural Land-Use in Punjab
by G.S. Gosal & B.S. Ojha.
- (v) Science, Technology and Management :
an overview (reprint)
by Frement E. Kast & James E. Rosenzweig.
- (vi) Caste in Changing India (reprint)
by Subhash C. Mehta & A.P. Barnabas.

The following publications are under print :

- (i) Social Welfare Organisation
by V. Jagannadham.
- (ii) Training for Community Development
Personnel in India
by H.R. Makhija
- (iii) The Citizen and the Administrator in Development
by V. Jagannadham, A.P. Barnabas & Eldersveld.
- (iv) Abolition of the Posts of Divisional Commissioners
—A case study by A. Avasthi.

(7) LIBRARY AND REFERENCE SERVICES

During the year under report, the Library of the Institute acquired 6594 volumes, bringing the total number on March 31, 1967, to 81406 volumes of books, public documents, periodicals and newspapers.

Twenty new titles of periodicals were added during the year. The number of periodicals received at the close of the year thus stood at 461. The Gazette of India and the Gazettes of all States continued to be received. Fourteen Indian and four foreign newspapers were received during the year.

The Depository Collection, placed in the library by the Economic Development Institute of the International Bank for Reconstruction and Development, on economic development in the developing countries has 442 volumes. There was no addition to this collection during the year.

Prof. K.V. Rangaswami Aiyangar Collection, received as a gift last year, has now been fully processed and catalogued. It has been placed prominently near the entrance in the stack-room. Books in this collection are not loaned out as they are mostly out of print and rare.

Library facilities were availed of by 1157 persons (members 544 ; School Students including D & HICS Probationers 56 ; Institute's and School Staff 189 ; Short-term Courses participants 93 and other individuals by special permission 275). The number of volumes loaned out was 10719. Inter-library loans during the year involved 55 libraries and Government Departments, with 290 volumes loaned out and 25 volumes borrowed from other libraries.

Reference and bibliographic work during the year has been largely in connection with the work of the Administrative Reforms Commission and related Ford Foundation Projects. Seventeen bibliographies were prepared during the year.

The half-yearly list of additions to the library for the period January-June and July to December, 1966, was prepared.

The Library of the Centre for Training & Research in Municipal Administration is a separate unit and is located at present in the Institute's library. It is under the supervision and control of the Institute's Librarian & Reference Officer. The acquisition of books and documents for this specialised collection began only in January 1967. The number of volumes at the close of the year 1966-67 stood at 670.

(8) OTHER ACTIVITIES

(A) PARTICIPATION IN INTERNATIONAL CONFERENCES

At the invitation of the Eastern Regional Organisation for Public Administration (EROPA), Dr. J. N. Khosla, Director of the Institute, and Dr. Ajit M. Banerjee, Reader in Public Administration, Indian School of Public Administration, attended its Fourth General Assembly and 11th Executive Council Meeting from December 9 to 14, 1966, in Tehran, Iran. They also attended a seminar on "Administration of Social Development" which was convened by the EROPA.

Dr. J. N. Khosla, Director, also attended the Conference of the International Union of Local Authorities, held in Bangkok, from February 6 to 11, 1967 and was elected a member of the Governing Body of this organisation. During the Conference he was elected Chairman of the Section on Training and Research.

At the invitation of the Organisation for Economic Co-operation and Development, Paris, the Director participated in the Annual Meeting of Directors of Development Training and Research Institute from September 7 to 12, 1967, at Montpellier. He was elected to be the Chairman of the Section dealing with training in Development Administration.

At the request of the Ford Foundation the Director extended his trip in order to undertake a study tour in U.K., U.S.A. and the Philippines. He visited many universities and institutions engaged in training and research in Public Administration. The tour was also useful in promoting contacts with other organisations with common interests, in these countries.

Prof. V. Jagannadham, Professor of Sociology and Social Administration in the Indian School of Public Administration

was in Bangkok from October 8 to November 1, 1966, to deliver a series of three lectures to the participants in the Advanced Course in the Asian Institute for Economic Development in Planning. He also participated in a Conference jointly organised on 'Child and Youth Development in National Planning' at Bangkok by the UNICEF and the Asian Institute for Economic Development and Planning.

(B) I.I.P.A. ESSAY COMPETITION

Fourteen essays were received for the IIPA Essay prize Competition, 1966, nine on "Priorities in Administrative Reforms" and five on "Functioning of the Block Development Administration in Relation to Agriculture".

The Committee of Judges observed that the general standard of the essay received this year was very much better than that of last year.

The following two persons were awarded the first and second prize of Rs. 1000 and Rs. 500 respectively :

- (i) Shri K. Seshadri, Lecturer, Department of Public Administration, Osmania University, for his essay on "Functioning of the Block Development Administration in Relation to Agriculture" ; and
- (ii) Shri M. Sunder Raj, Financial Adviser and Chief Accounts Officer, Loco Works, Chittaranjan, for his essay on "Priorities in Administrative Reforms"

The prizes were given away by Shri G.L. Nanda, President of the Institute, at the Annual General Body Meeting held on October 31, 1966.

The following subjects have been selected for IIPA Essay Prize Competition for 1967 :

- (1) The merits and defects of the present system of relations between the administrator and the specialist ;
- (2) Creation of a cadre of local civil service personnel ; and
- (3) Management of personnel functions at the Central Government : The case for a Central Personnel Agency.

III. REGIONAL AND LOCAL BRANCHES

With the formation of a regional branch of the Institute in Madhya Pradesh at Bhopal and a local branch at Baroda, mention of which was made in the Twelfth Annual Report, the number of Regional and Local Branches has increased to ten and eight respectively. Efforts are being made to open more regional and local branches. It is hoped that a regional branch of the Institute in West Bengal and a local branch at Simla will start functioning shortly.

The financial assistance given to the Regional and Local Branches, including the one-fourth share of the membership fees, during the year was as follows :

Regional Branches

1. Andhra Pradesh	Rs. 5830 (a)
2. Gujarat	Rs. 595
3. Madras	Rs. 435
4. Madhya Pradesh	Rs. 1110
5. Maharashtra	Rs. 6685 (b)
6. Mysore	Rs. 885
7. Orissa	Rs. 270
8. Punjab	Rs. 435
9. Rajasthan	Rs. 730
10. Uttar Pradesh	Rs. 870

Local Branches

1. Baroda	Rs. 2980 (c)
2. Jammu & Srinagar	Rs. 305
3. Nagpur	Rs. 80
4. Patna	Rs. 840
5. Poona	Rs. 150

(a) Includes Rs. 5,000 for conducting a seminar jointly with other three or four branches from South and for publication of a bi-yearly Journal.

(b) Includes a consolidated matching grant of Rs. 5,000.

(c) Includes Rs. 2,000 for meeting the expenses in connection with the research project on "The Citizen and the Municipal Administration in Baroda"; Rs. 500 for organising a symposium on University Administration.

6. Shillong	Rs. 390
7. Trivandrum	Rs. 1280
8, Vallabh Vidyanagar	Rs. 175 (d)

ACTIVITIES OF THE REGIONAL/LOCAL BRANCHES

Andhra Pradesh Regional Branch

The Andhra Pradesh Regional Branch brought out a monograph entitled "Secretariat and Heads of Department—A Study of their relationship" by Shri M.R. Pai, I.A.S., and Shri G. Rama Reddy. (Price Rs. 5 ; for members : Rs. 3)

The Branch organised the following 4 lectures :

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
18.4.66	Shri V.K. Rao, I.C.S. Special Secretary to Government of A.P., and Member, State Administrative Reforms Commission.	"Some Recommendations of the Administrative Reforms Committee"
27.11.66	Shri S.G. Barve, Member, Planning Commission.	"Relationship between the Centre and the States and Delegation of Powers"
1.3.67	Shri S.S. Khera I.C.S. (Retd.)	"Decision-Making"
28.3.67	Shri R.L. Gupta	"Management of Public Sector Undertakings"

The Regional Branch has been commissioned by the Institute to conduct a study on its behalf on 'Redressal of Citizens' Grievances at the district and sub-district levels in Andhra Pradesh. The study is in progress.

Gujarat Regional Branch

The Gujarat Regional Branch arranged the following talks and discussions during the year.

(d) Includes Rs. 1000 for purchase of books for its Library and conducting a Seminar.

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
9.6.66	Shri K. Hanumanthaiya, M.P., the then Member and now Chairman, Ad- ministrative Reforms Commission, New Delhi.	"Strategy of Administra- tive Reforms"
11.8.66	Prof. Rajinder Kumar, University School of Social Sciences, Ahmedabad.	"Administrative and Plan- ning aspects of Devalua- tion"
6.9.66	Shri V. Isvaran, I.C.S. (Retd.)	"Decision by Conference"
17.9.66	Shri H.M. Patel, Chairman, Charutar Vidyamandal, Vallabh Vidyanagar.	"Why the Indian Administrative Service ?"
10.12.66	Shri C. Subramaniam, Minister of Food & Agriculture, Government of India, New Delhi.	"Development Administration"
23.1.67	Dr. Ravi J. Matthai, Director, Indian Institute of Management, Ahmedabad.	"Relevance of Manage- ment Education to Public Administration"

The Gujarat Regional Branch undertook two research projects, namely, (i) A Study of the Organisation of Government of Gujarat ; and (ii) A Study of the working of Gujarat State Road Transport Corporation and Ahmedabad Municipal Transport Service. Both Studies are in progress.

Maharashtra Regional Branch

The Maharashtra Regional Branch organised a Seminar on "Tax Administration" from April 28 to 30, 1966, at Bombay, to bring together the points of view of the departments administering the taxes and of the tax-payers in industries, so as to promote better understanding of tax administration on the

part of industrialists and a greater appreciation by tax administrators of the difficulties experienced by industrialists. The background papers (1) Income Tax, (2) Central Excise and Customs, and (3) Sales Tax were contributed by participants. More than 105 executives representing 85 companies and the high government officials participated in the Seminar.

The branch organised the following 2 lectures:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
7.11.66	Dr. Sandfor L. Kravitz.*	"Development Research Demonstration and Training Programmes for Urban Development".
23.3.67	Prof. Edwin A. Bock, President, Inter-University Case Program, U.S.A.	"Case Studies on Administrative Leadership, Centre-State Relations, and Project Implementation".

During the year, the Branch also set up a Committee (*a*) to consider the scope and method of inquiry into the Administrative aspects of operational difficulties experienced by small scale industrial units in their dealings with various authorities, including municipal bodies, in their areas, (*b*) to select a suitable area for inquiry, and (*c*) to estimate the cost of and time required for completion of the inquiry.

Mysore Regional Branch

A Seminar was conducted at Bangalore on "Administration for Increased Productivity" sponsored jointly by the Regional Branches of Andhra Pradesh and Mysore and Trivandrum Local Branch. The Seminar was inaugurated by Shri C. Subramaniam, then Union Minister for Food and Agriculture, on the 30th August, 1966. Shri S. Nijalingappa, Chief Minister of Mysore presided over the Seminar. The Seminar provided a valuable opportunity for the members of these three branches to exchange ideas on various problems concerning the branches.

*Associate Director, Community Action Programme, Office of Economic Opportunity and also at Florence Heller School for Advance Studies in Social Welfare at Brandeis University, U.S.A.

Uttar Pradesh Regional Branch

The drafting of the chapters of the Book on "Organisation of the Government of Uttar Pradesh" has almost been completed by the Branch during the year. The book is being sent to the Press shortly.

Poona Local Branch

The Branch has started during the year a new research project on "The Working of the Committee System in Local Government". The Branch proposes to cover in this project the Poona Municipal Corporation, the Poona Zilla Parishad, one big Municipality and one small Municipality.

The Poona Local Branch organised the following 6 lectures :

<i>Date</i>	<i>Speaker</i>	<i>Subject of Lecture</i>
21-7-66	Dr. Smt. Chitra Naik, Director, State Institute of Education, Maharashtra.	"Report of the Edu- cation Commission".
4-8-66	Dr. Smt. Sulabha Brahme, Gokhale Institute of Politics & Economics, Poona.	"Town-Planning in the U.S.S.R."
14-9-66	Dr. S.K. Agrawala, Professor of Law, Poona University.	"Some Aspects of Administrative Law".
5-12-66	Dr. D.K. Garde, Lok Tilak Professor of Poli ics and Public Administration, Poona University.	"Some Aspects of University Admi- nistration".
19-12-66	Prof. V.M. Sirskar, Reader in Politics, Poona University.	"Some Impressions of Democratic Decentralisation in Mysore".
15-2-67	Dr. A. Avasthi, Professor of Political Science, Saugar University.	"Administrative Reforms in India".

IV. FINANCE AND ACCOUNTS

FORD FOUNDATION GRANT

The balance on 31st March, 1966, from the second (Supplementary) Ford Foundation grant was Rs. 1,77,064.65. Due to the devaluation of the rupee, there was a gain-in-exchange of Rs. 66,056. 22, as part of the balance on 31st March, 1966, was lying in our account with the First National City Bank, New York. Funds to the extent of Rs. 1,29,243.38 were utilised during the year for research on Planning Machinery, Community Development and Panchayati Raj, Administrative History of India and Case Studies, and on the library. The balance left on 31st March, 1967, was Rs. 1,13,877.49. Details are given in Schedule A of Appendix IX.

The Ford Foundation has made a fresh grant of \$291,000 for a period of two years for research to be carried out for the Administrative Reforms Commission. The breakdown of \$291,000 is as follows :

Dollar portion for the foreign experts	\$166,000
Rupee portion for I.I.P.A.	\$105,000
	(Rs. 787,500)
Dollar grant to I.I.P.A. for travel and study abroad.	\$20,000
Total :	\$291,000

The first instalment of the rupee part of the grant, amounting to Rs. 4,25,200 was received in December, 1966. A sum of \$10,000 was also credited by the Ford Foundation into our account with the First National City Bank, New York, towards funding of overseas travel and studies. Thus the total amount received during the year was Rs. 500,200. The expenditure so far incurred during the year was Rs. 63,960,09 leaving a balance of Rs. 436,239.91 on 31st March, 1967. Details are given in Schedule A of Appendix IX. A brief account of the various research and other activities financed from this grant has been given separately in this report.

GRANT BY THE ASIA FOUNDATION

A grant of Rs. 92,000 was made available to the Institute by the Asia Foundation for the study of the "Evolution of the Constitution of India". The Government of India sanctioned a grant of Rs. 1,00,000 in addition to the grant of Rs. 1,00,000 received in the year 1964-65 and 1965-66. The grant of Rs. 1,00,000 was received during the year.

The Asia Foundation released during the year a sum of Rs. 20,400 from out of the sanctioned grant of Rs. 1,43,100 to support the project entitled "Guide to Sources of Modern Indian History—1700-1947". Three instalments aggregating Rs. 122,700 had been received earlier.

GRANT FROM COMMONWEALTH FOUNDATION

The Commonwealth Foundation placed at the disposal of the Institute a sum of Rs. 41,963.90 to meet the travel expenses of the participants attending the conference of the Directors of the Institutes of Public Administration in the Commonwealth. Expenditure incurred during the year was Rs. 31,947.00. The balance left on March 31, 1967 has since been refunded to the Commonwealth Foundation.

The Government of India also sanctioned a grant of Rs. 10,000 for the above conference. Expenditure incurred was, however, Rs. 3,915.78 only. The balance of Rs. 6,084.22 is refundable to the Government.

ACCOUNTS FOR 1966-67

The total payments on account of all the activities of the Institute during the year under review including all programmes and projects undertaken with the assistance of grants received from the Ford Foundation, Asia Foundation, Commonwealth Foundation and the Government of India, were Rs. 16,39,975.04 excluding closing cash and bank balances and payments made on account of construction of building for the Institute of Applied Manpower Research.

The major payments were on the following items :

Establishment	5,69,717.00
Scholarships and Fellowships	58,753.00
Library Books and Equipment	77,388.00
Publications	66,172.00
General Charges	2,16,145.00
Maintenance of Buildings	36,971.00
Contribution to Branches	24,045.00

The Institute received from the Government of India a grant of Rs. 8,30,000 for meeting the recurring expenditure as against grant of Rs. 9,25,000 received in last year (1965-66). The reduction in the amount of the grant was due to the cuts imposed by the Government to effect economy. The Government, however, sanctioned grants of Rs. 92,000.00 and Rs. 69,000.00 to the Institute for undertaking studies on behalf of the Administrative Reforms Commission and for the setting up of a Centre for training and research in municipal administration respectively. Against the sanctioned grant of Rs. 92,000 for the ARC Studies, the amount received during the year was Rs. 40,000 only.

The statement of Income and Expenditure and Balance Sheet with Schedules are given in Appendices VIII & IX.

M/s. S. Vaidyanath Aiyar & Co. continued to work as Honorary Auditors for the Institute during the year under report.

BUDGET ESTIMATES FOR 1967-68

The Budget Estimates for 1967-68 are given in Appendix X.

V. CONCLUSION

From the the report it would be evident that great strides have been taken in the field of research, since the last report was presented. In the field of training also, very significant developments have taken place following the report of the Evaluation Committee. In other respects also such as membership, branch activities, etc., the institute has made progress steadily during the year.

As mentioned earlier the Evaluation Committee submitted its report early this year and its main recommendations have been accepted by the Executive Council. An Implementation Committee was appointed by the Executive Council to direct the implementation of the recommendations. In the field of training the most important development is the discontinuance of the Master's Diploma in Public Administration from the current year as recommended by the Committee. In its place it has been decided to offer a series of short executive development courses from the current year. These courses are being organised by the Faculty of the School beginning from November. In addition to the appreciation courses on the techniques of administration conducted by the School on behalf of the Department of Administrative Reforms, the following five courses are scheduled to be held during the present academic year :

1. Social Welfare Administration ;
2. Development Administration ;
3. Budgeting and Financial Control ;
4. Economic Decision Making ;
5. Plan Formulation in The States.

Unlike the MDPA, these courses are of short duration lasting from ten days to three weeks and are intended for senior officers in the Secretariat, district or in Public enterprises at the Dy. Secretary or equivalent level and the Joint Secretary level. This is a new venture and the training programme, therefore, is conceived as of a pilot character. The experience gained in running these courses during the year will help the Institute in giving shape to its permanent training programme in future.

It may be mentioned here that these programmes have been designed to meet the needs of practical administrators and in consultation with the Training Division of the Home Ministry. The Training Division has not only taken a very active part in devising these courses, but has generously agreed to finance the cost of these programmes.

Among the Implementation Committee's other decisions, reference must be made to the setting-up of a Research

Council consisting of senior members of the Faculty and other experts to draw up the programme of research for the Institute and the School, to watch its progress and apply standards of quality to the research output before publication. This is a major step for streamlining our research organisation so that it could function more efficiently.

It would be seen from this report that the Institute's research programme for the year has been largely oriented towards problems relating to administrative reform. It has been our aim to serve the Administrative Reforms Commission by undertaking studies relating to its work and to establish a close relationship with it. The Institute has undertaken at the request of the Commission a number of research studies. The Director is serving as a member of two of the study teams set up by the Commission on the Machinery of the Government and State Administration. A senior member of our staff, Prof. H.K. Paranjape is a member of the study team on the Machinery for Planning and is its director of studies. Dr. Goyal, senior research associate in the Institute, is also associated with the team which has its office in the Institute. Shri B.S. Narula of the Institute is serving as Special Assistant to the Chairman of the Commission. From the close association of the members of the staff of the Institute with the Commission the Institute is gaining both valuable experience in governmental research and a focus for its own research activities which would be of immense use in planning the future research programme of the Institute.

One of the great handicaps from which the Institute has been suffering is the lack of qualified and experienced academic staff to undertake fundamental and applied research as also to organise training courses. With a view to fill this gap, the Implementation Committee has recommended an expansion of staff to include 8 Professors, 10 Readers and 12 Lecturers, including the present staff. It is hoped that finances will be made available by the Government for implementing these necessary recommendations and to fill the gaps in the expertise available at the Institute.

Of the important events during the year, mention may be made to the training programme which the Institute was

privileged to undertake on behalf of EROPA on Development Administration for serving officials in the Governments of South and South-East Asia including our own country. The course was held, as mentioned earlier, partly in Germany and partly in India and covered planning and policy formulation for development and the administration of development programmes. The German part of the programme was managed by Dr. Schmidt and the Indian part was managed by the Director of the Institute who was assisted by Prof. Srinivasan. A second notable event is the holding of the second conference of Directors and Principals of Institutes of Public Administration in the Commonwealth at the Institute in January, 1967. The Conference served for an exchange of thoughts on organisational problems of the Institute as well as their functions in the developing countries.

The Institute and the School are undergoing a major reorganisation following the report of the Evaluation Committee. It is hoped that the reorganised Institute will be in a better position to carry out its functions of research, training, consultancy and professionalisation of public administration in the years to come.

Finally, the thanks of the Institute are due to the Government of India for continuing their grant to the IIPA, to the Ministry of Health for its grant to establish the Municipal Centre, to EROPA and the German Foundation for financing the courses on Development Administration and the Ministry of External Affairs and the Commonwealth Foundation for finances needed for holding the second conference of Directors and Principals of Institutes of Public Administration in the Commonwealth countries. The Institute is also grateful to the Ford Foundation for its generous grant which has enabled a notable expansion in the research activities of the Institute during the year.

The Ford Foundation is at present considering another grant for strengthening the Faculty. Details of this grant are expected to be worked out in the near future.

Thanks are no less due to the many public men and senior civil servants who have ungrudgingly given us the time and knowledge to make the activities of the Institute a success.

APPENDIX I
THE
INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

Patron

Dr. S. Radhakrishnan

Formerly President of India

Executive Council

(As on September 30, 1967)

President

Shri Gulzari Lal Nanda, M.P., and
formerly Union Home Minister

Chairman, Executive Council

Shri Asoka Mehta	Union Minister of Petroleum & Chemicals and Social Welfare.
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Vice-Presidents

Shri P.B. Gajendragadkar	Vice-Chancellor, University of Bombay.
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Shri Gurmukh Nihal Singh	Formerly Governor of Rajas- than.
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Dr. C.D. Deshmukh	Formerly Vice-Chancellor, University of Delhi.
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Dr. A.N. Jha	Lt. Governor, Union Territory of Delhi.
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Shri D.P. Mishra	Formerly Chief Minister of Madhya Pradesh.
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Shri C. Subramaniam

Formerly Union Minister for Food, Agriculture, Community Development and Cooperation.

Honorary Treasurer

Shri D.L. Mazumdar

Formerly Director, India International Centre, New Delhi.

Elected Members

Shri N.H. Athreya

Director, Modern Management Counsel, Management and Methods Consultants, Bombay.

Dr. A. Avasthi

Professor of Political Science, University of Saugar, Sagar.

Shri V.T. Dehejia

Chairman, State Bank of India, Bombay.

Shri M.V. Desai

Adviser (PIP), Planning Commission.

Shri Gopeshwar Nath

Chief Welfare Officer, Ministry of Home Affairs, Government of India.

Shri V.S. Hejmadi

Formerly Chairman, Union Public Service Commission.

Shri D.S. Joshi

Cabinet Secretary, Cabinet Secretariat.

Prof. D.G. Karve

Formerly Deputy Governor, Reserve Bank of India, and Member, Finance Commission.

Prof. Shantilal Kothari

Member, Rajya Sabha.

Dr. P.S. Lokanathan

Formerly Director-General, National Council of Applied Economic Research.

Prof. M.V. Mathur	Vice-Chancellor, University of Rajasthan, Jaipur.
Shri N.K. Mukarji	Joint Secretary, Department of Administrative Reforms, Ministry of Home Affairs.
Shri H.M. Patel	Chairman, Charutar Vidyamandal, Vallabh Vidyanagar.
Shri K.L. Rathee	Commissioner, Municipal Corporation of Delhi.
Dr. K.N.V. Sastri	Retired Professor, Mysore University.
Shri C.M. Trivedi	Formerly Member, Planning Commission.

Co-opted Members

Shri T.P. Singh	Secretary, Ministry of Finance, Government of India.
Shri H.C. Mathur	Member, Rajya Sabha.
Shri L.P. Singh	Secretary, Union Ministry of Home Affairs.
Shri Tarlok Singh	Formerly Member, Planning Commission.

Ex-officio Member & Secretary

Dr. J.N. Khosla	Director, Indian Institute of Public Administration and Principal, Indian School of Public Administration.
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Standing Committee

Shri Asoka Mehta	Prof. M.V. Mathur
Shri D.S. Joshi	Shri H.M. Patel
Prof. Shantilal Kothari	Shri D.L. Mazumdar

Shri V.T. Dehejia
Dr. P.S. Lokanathan

Shri K. L. Rathee
Shri T.P. Singh

Dr. J. N. Khosla

Committee of Direction for Research

Dr.S. Bhagwantam

Shri B. Mehta

Prof. S.V. Kogekar

Shri Pitamber Pant

Prof. Shantilal Kothari

Shri H.P. Sinha

Prof. M.V. Mathur

Dr. J.N. Khosla

Library Committee

Member of the Executive Council nominated by it

Shri N.H. Atthreya

Director, Modern Management
Counsel, Management & Me-
thods Consultants, Bombay.

Shri M.V. Desai

Adviser (PIP), Planning Commission

Ex-officio Members

Dr. J.N. Khosla

Director, IIPA and Principal,
ISPA.

Shri J.M. Kanitkar

Librarian & Reference Officer,
IIPA

*Members of the Teaching Staff nominated by the Chairman of
the Executive Council*

Prof. N. Srinivasan

Vice-Principal, ISPA.

Dr. H.K. Paranjape

Professor of Economic Policy and Administration, ISPA.

Building Advisory Committee

Chairman

Shri D.L. Mazumdar

Formerly Director, India International Centre, New Delhi.

Members

Shri B.K. Guha	Chief Engineer, C.P.W.D., Govt. of India.
Shri S.K. Joglekar	Chief Architect and Town Planning Officer, C.P.W.D.
Shri G.S. Bhasin	Financial Adviser, C.P.W.D., Govt. of India.
Shri P.K. Das ‡	Director, Institute of Applied Manpower Research.
Dr. J.N. Khosla	Director, Indian Institute of Public Administration.

Committee on Case Studies

Chairman

Shri D.S. Joshi	Cabinet Secretary, Govt. of India.
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Members

Shri L.P. Singh	Secretary, Union Ministry of Home Affairs.
Shri P.R. Nayak	Secretary, Department of Petroleum, Ministry of Petroleum and Chemicals, Government of India.
Shri N.K. Mukarji	Joint Secretary, Department of Administrative Reforms, Ministry of Home Affairs
Shri Ajit Mozoomdar	Joint Secretary and Director, Department of Co-ordination, Ministry of Finance.
Prof. M.V. Mathur	Vice-Chancellor, Rajasthan University, Jaipur.

‡ Only for business relating to the Institute's building for the Institute of Applied Manpower Research.

Prof. S.V. Kogekar	Member, Forward Markets Commission, Bombay.
Dr. Jitendra Singh	Member, Directing Staff, Administrative Staff College of India, Hyderabad.
Dr. J.N. Khosla	Director, IIPA and Principal, ISPA.
Shri K.N. Butani	Project Director
Shri B.S. Narula	Secretary.

Indian Council for the Future

Chairman

Shri Asoka Mehta	Union Minister of Petroleum & Chemicals and Social Welfare.
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Editor

Shri L.P. Singh	Secretary, Union Ministry of Home Affairs
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Members

Prof. V.K.N. Menon	Formerly Director, Indian Institute of Public Administration.
Prof. M.N. Srinivas	Head of the Department of Sociology, University of Delhi
Shri Pitamber Pant	Member, Planning Commission.
Dr. J.N. Khosla	Director, Indian Institute of Public Administration.

APPENDIX II

COMMITTEES OF THE INDIAN SCHOOL OF PUBLIC ADMINISTRATION

1. THE SCHOOL ADVISORY BOARD

Chairman

S. Lal, I.C.S. (retd.), formerly Assistant Secretary-General, United Nations.

Members

A. Appadorai, Formerly Member, Union Public Service Commission.

P.N. Dhar, Director, Institute of Economic Growth.

B.N. Ganguli, Vice-Chancellor, University of Delhi.

B.N. Jha, I.C.S., Formerly Chairman, Union Public Service Commission

D.G. Karve, Former Director, Indian Institute of Public Administration.

P.N. Kirpal, Educational Adviser and Secretary to the Government of India, Ministry of Education.

V.K.R.V. Rao, Minister for Transport and Shipping, Government of India.

K.N.V. Sastri, Retired Professor, Mysore University.

Gurmukh Nihal Singh, formerly Governor of Rajasthan.

L.P. Singh, I.C.S., Secretary to the Government of India, Ministry of Home Affairs

C. Subramaniam, formerly Union Minister for Food, Agriculture, Community Development and Co-operation.

J.N. Khosla, Principal (Member-Secretary)

2. THE ACADEMIC COMMITTEE

Chairman

J.N. Khosla, Director & Principal (*Ex-officio*).

Members

S.K. Datta, Secretary, Department of Company Affairs, Ministry of Law, Government of India

M.S. Gore, Director, Tata Institute of Social Sciences.

S.V. Kogekar, Member, Forward Markets Commission.

M.V. Mathur, Vice-Chancellor, University of Rajasthan.

I.G. Patel, Chief Economic Adviser, Ministry of Finance, (Department of Economic Affairs), Government of India.

- V.V. Ramanadham, Director, Institute of Public Enterprise.

L.P. Singh, Secretary to the Government of India, Ministry of Home Affairs.

V. Jagannadham, Professor of Sociology and Social Administration.

H.K. Paranjape, Professor of Economic Policy and Administration.

V. Subramaniam, Professor of Public Administration.

A.P. Barnabas, Reader in Sociology and Social Administration.

M.J.K. Thavaraj, Reader in Economic Policy and Administration.

S.R. Maheshwari, Reader in Public Administration

Ajit M. Banerjee, Reader in Public Administration

S. Subbaramaiah, Reader in Economic Policy and Administration

N. Srinivasan, Professor of Political Science and Vice-Principal (Secretary).

3. EXAMINATION COMMITTEE

S. Lall, I.C.S. (retd.), formerly Assistant Secretary-General, United Nations.

L.P. Singh, Secretary to the Government of India, Ministry of Home Affairs.

B.N. Ganguli, Vice-Chancellor, University of Delhi.

J.N. Khosla, Director & Principal.

N. Srinivasan, Vice-Principal.

APPENDIX III

THE INDIAN JOURNAL OF PUBLIC ADMINISTRATION

EDITOR

Shri L.P. Singh

Secretary, Ministry of Home Affairs, Government of India

EDITORIAL BOARD

Prof. D.G. Karve

Formerly Deputy Governor, Reserve Bank of India, and Member, Finance Commission

Dr. J.N. Khosla

Director, Indian Institute of Public Administration.

Prof S.V Kogekar

Member, Forward Markets Commission, Bombay.

Prof. V.K.N. Menon

Formerly Director, Indian Institute of Public Administration.

Dr. K.N.V. Sastry

Retired Professor, Mysore University.

Shri S.L. Shakdher

Secretary, Lok Sabha

ASSISTANT EDITOR

Shri H.G. Paranjpe

APPENDIX IV

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

SENIOR ADMINISTRATIVE STAFF MEMBERS OF THE INSTITUTE

Director	Dr. J.N. Khosla
Administrative Officer	Shri R.G. Mulgund
Librarian & Reference Officer	Shri J.M. Kanitkar
Secretary to Director	Shri B.S. Narula

APPENDIX V

THE INDIAN SCHOOL OF PUBLIC ADMINISTRATION FACULTY

(1966-67)

Principal

J.N. Khosla, B.Sc. (Econ.), Ph. D. (London), Barrister-at-Law,
Director, The Indian Institute of Public Administration and
Principal.

Academic Staff

N. Srinivasan, M.A., B.Sc. (Econ.), Professor of Political
Science, and Vice-Principal.

V. Jagannadham, M.A., B.L., M.Litt., LL.D. (Amsterdam),
Professor of Sociology and Social Administration.

H.K. Paranjape, M.A., Ph.D. (Bombay), Professor of Economic
Policy and Administration.

V. Subramaniam, M.A., Ph.D. (Canberra), Professor of
Public Administration.

A.P. Barnabas, M.S., Ph.D. (Cornell), Reader in Sociology
and Social Administration.

M.J.K. Thavaraj, M.A., Ph.D. (Delhi), Reader in Economic
Policy and Administration.

S.R. Maheshwari, M.A. (Econ.), M.A. (Pol. Sc.), M.G.A.
(Penn.), Ph.D. (Delhi), Reader in Public Administration, (on
deputation to the Department of Administrative Reforms,
Ministry of Home Affairs as Chief Research Officer).

Ajit M. Banerjee, M.P.A. (Syracuse), Ph.D. (New York),
Reader in Public Administration.

S. Subbaramaiah, M.A., Ph.D. (Mysore), Reader in Economic Policy and Administration.

Visiting Professor

Shantilal Kothari, M.Sc. (Econ.), London, M.A. (California), Member of Parliament.

R. Bhaskaran (Retd.), Professor of Politics and Public Administration, Madras University.

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P. Prabhakaran, Administrative Assistant to Principal, and Administrative Officer, Training.

APPENDIX VI
REGIONAL AND LOCAL BRANCHES
(As on September 30, 1967)

REGIONAL BRANCHES

(1) *Andhra Pradesh*

Office-bearers :

Chairman (Executive Committee)	Shri K.N. Anantaraman, Chief Secretary, Government of Andhra Pradesh.
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Hony. Secretary	Dr. Ram K. Vepa, Managing Director, A.P. Industrial Development Corporation, Hyderabad.
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Membership :

Ordinary	108
Life	6
Corporate	12
Associate	9

(2) *Gujarat*

Office-bearers :

Chairman (Executive Committee)	Shri V.L. Gidwani, Chief Secretary, Govt. of Gujarat.
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Hony. Secretary	Shri B.V. Patel, Director, Drugs Control Administration, Gujarat State, Ahmedabad.
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Membership :

Ordinary	61
Life	5
Corporate	5
Associate	2

(3) *Madhya Pradesh*

Office-bearers :

Chairman (Executive Committee)	Shri R.P. Noronha, Chief Secretary, Government of Madhya Pradesh, Bhopal.
Vice-Chairman	Shri R.P. Naik, Addl. Chief Secretary, Government of Madhya Pradesh, Bhopal.
Hony. Secretary	Shri R.C. Roy, Additional Secretary, General Administration Department, Government of Madhya Pradesh.

Membership :

Ordinary	75
Life	3
Corporate	6
Associate	4

(4) *Maharashtra*

Office-bearers :

Chairman (Executive Committee)	Shri D.R. Pradhan, Chief Secretary, Government of Maharashtra, Bombay.
Hony. Secretary	Shri J.B.D'Souza, I.A.S., General Manager, B.E.S. & T. Undertaking, Bombay.

Membership :

Ordinary	137
Life	22

Corporate	17
Associate	4

(5) *Madras :*

Office-bearers :

Chairman (Executive Committee)	Shri C.A. Ramakrishnan, Chief Secretary, Government of Madras.
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Hony. Secretary

Shri F.J. Vaz, I.A.S., Under Secretary, Public Health Department, Government of Madras.

Membership:

Ordinary	52
Life	3
Corporate	6
Associate	1

(6) *Mysore :*

Office-bearers :

President	Shri S. Nijalingappa, Chi Minister of Mysore.
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Chairman (Executive Committee)

Shri K Balachandran.

Hony. Secretary

Shri T.S. Narayan Rao, Deputy Secretary, General Administration Department, Government of Mysore.

Membership :

Ordinary	77
Life	2
Corporate	7
Associate	1

(7) *Orissa*

Office-bearers :

President	Dr. A.N. Khosla, Governor of Orissa.
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Chairman (Executive Committee) Shri R.N. Singhdeo, Chief Minister of Orissa.

Hony. Secretary Shri U.C. Agarwal, I.A.S., Secretary, Department of Health, Government of Orissa, Bhubaneshwar.

Membership :

Ordinary	54
Life	4
Corporate	3
Associate	1

(8) *Punjab*

Office-bearers :

Chairman Shri Gyan Singh Kahlon, Chief Secretary, Govt. of Punjab, Chandigarh.

Hony. Secretary Shri J.D. Sharma, Excise & Taxation Commissioner, Govt. of Haryana, Chandigarh.

Membership :

Ordinary	56
Life	6
Corporate	5
Associate	6

(9) *Rajasthan* :

Office-bearers :

Chairman (Executive Committee) Shri Mohan Lal Sukhadia, Chief Minister, Rajasthan.

Hony. Secretary Shri K.L. Baraya, Additional Development Commissioner, Rajasthan, Jaipur.

Membership

'Ordinary	64
Life	9
'Corporate	8
Associate	4

(10) *Uttar Pradesh*

Office-bearers :

Membership :

Ordinary	69
Life	5
Corporate	14
Associate	8

LOCAL BRANCHES

(1) *Baroda*

Office-bearers :

Chairman Dr. C.S. Patel, Vice-Chancellor,
M.S. University of Baroda.

Hony. Secretary

**Shri S.J. Coelho, Commissioner,
Municipal Corporation, Baroda.**

Membership :

Ordinary	10
Life	1
Corporate	2

(2) *Jammu & Srinagar*

Office-bearers :

Chairman Dr. N. Agha, Financial Commissioner, Government of Jammu & Kashmir.

Hony. Jt. Secretaries 1. Shri I.N. Dewan, Barrister-at-Law, Secretary to Government of J & K.
2. Shri Abdul Aziz, Registrar, University of Jammu & Kashmir.

Membership :

Ordinary	34
Life	1
Corporate	4
Associate	2

(3) *Nagpur*

Office-bearers :

President Dr. N.R. Deshpande, Head of the Department of Politics, University of Nagpur.

Hony. Secretary Shri M.K. Deshmukh, Lecturer, Department of Public Admn., University of Nagpur.

Membership :

Ordinary	14
Life	1
Corporate	1
Associate	3

(4) *Patna*

Office-bearers :

Chairman Shri Sachidanand, Chief Secretary, Government of Bihar.

Hony. Secretary

Shri S.A.F. Abbas, Chief Administrator-cum-Secretary, River Valley Projects Department, Government of Bihar, Patna.

Membership :

Ordinary	27
Life	3
Corporate	5

(5) Poona

Office-bearers :

Chairman Prof. D.G. Karve

Hony. Secretary

Dr. N.R. Inamdar, Reader in the Department of Politics and Public Administration, Poona University,

Membership :

Ordinary	16
Life	9
Corporate	2
Associate	2

(6) Shillong

Office-bearers :

Chairman Shri A.N. Kidwai, Chief Secretary, Government of Assam.

Hony. Secretary

Shri M. Gopalkrishna Naidu, I.A.S., Dy. Secretary to the Govt. of Assam, Finance Department, Shillong.

Membership :

Ordinary	11
Life	-
Corporate	1

(7) Trivandrum

Office-bearers :

Chairman Mr. George Thomas, Chief
Secretary to the Govt. of Kerala.

Hony. Secretary Shri K.V. Kunhunni Menon,
Dy. Director (O & M) and
Dy. Secy., Govt. of Kerala,
Trivandrum.

Membership :

Ordinary	37
Life	4
Corporate	7

(8) *Vallabh Vidyanagar*

Office-bearers :

Chairman Shri H.M. Patel, Chairman,
Charutar Vidyamandal, Vallabh
Vidyanagar.

Hony. Secretary Dr. H.J. Pandya, Political
Science Department, Sardar
Patel University, Vallabh
Vidyanagar.

Membership :

Ordinary	34
Life	1
Corporate	1

APPENDIX

THE INDIAN INSTITUTE OF PUBLIC

Receipt and Payment Account for the year

RECEIPTS	Rs.	P.	Rs.	P.
Opening Balances as on 1st April, 1966 :				
Cash in hand—Including Imprint & Postage	4,969	40		
In Current Account with :				
State Bank of India, New Delhi	84,161	47		
United Commercial Bank Ltd., New Delhi	66,101	83		
First National City Bank, New York :				
Savings Account				
Current Account	1,08,512	43		
In Fixed Deposit Account with :				
United Commercial Bank Ltd., New Delhi (Prize Fund Account)	3,022	05		
State Bank of India, New Delhi (Gratuity Reserve Fund)	54,953	00		
United Commercial Bank Ltd. (V.K.N. Menon Prize Fund)	1,500	00	3,23,220	18
PART 'A'				
Grant received from the Government of India			8,30,000	00
Subscriptions :				
Life Members	8,175	00		
Ordinary Members	26,237	32		
Associate Members	792	00		
Corporate Members	25,358	34	60,562	66
Rent Received from :				
Auditorium	16,040	61		
Residential Quarters	26,927	75		
Hostel	87,213	55		
Other Rents	3,120	00		
Sewage Charges	300	00	1,33,601	91
Fees & Other Receipts :				
Institute	6,025	50		
Fees etc. from School	8,945	00		
Other Receipts from School	578	23	15,548	73
Royalty			4,820	07
Conferences Abroad			3,212	33
Sale of Journal & Other Publications			22,225	54
Short-term Training & Refresher Course			12,100	00
Interest on Advances			355	31
Gain by Exchange			29	02
Conveyance Advance			11,771	47
C.H.S.			283	50
Fan Advance			70	00
Carried Over			14,17,800	72

VII (a)

ADMINISTRATION, NEW DELHI

ended 31st March, 1967

PAYMENTS	Rs.	P.	Rs.	P.
Pay and Allowances :				
(a) Administration	1,49,654	36		
(b) Journal & Publication	51,619	46		
(c) Research	44,666	16		
(d) Library	81,851	47		
(e) Accounts	31,662	13		
(f) School—Teaching Staff	86,059	47		
(g) School & Hostel Staff	70,510	69		
(h) Medical Charges	12,043	28		
(i) Travelling Allowances :				
Institute	6,430.95			
School	2,653.93			
(j) Leave Salary & Pension contributions (including C.P.F. Contributions)	9,084	88	32,564	61
Contribution to Gratuity Fund			5,69,716	51
			15,000	00
Scholarships and Fellowships :				
Senior Fellowships	22,373	23		
Junior Fellowships	18,548	28		
Research Scholarships	7,513	95		
Teachers Scholarships	6,833	78		
Students Scholarships	2,443	56		
Visiting Professors—Lecturers	1,040	00	58,752	80
Essay Prize			1,613	50
Publications :				
Periodicals	47,817	14		
Other Publications	18,354	55	66,171	69
Research, Training and Seminars :				
Research & Study Group Projects	6,745	35		
Training & Refresher Courses	11,878	68		
Conferences Abroad	—	—	18,624	03
Honorarium :				
Reporters	380	00		
Correspondents	8,399	75		
External Examiners (School)	1,977	00	10,756	75
Library :				
Books	32,953	34		
Periodicals	30,191	24		
Binding	5,782	55		
Equipment	8,460	90		
<i>Less : Met from Ford Foundation Grant II</i>	77,388	03		
	17,461	39		
Carried Over			59,926	64
			8,00,561	92

RECEIPTS	Rs.	P.	Rs.	P.
Brought Forward			14,17,800	72
Festival Advance			3,357	00
Advances Recoverable			461	84
Advances to Contractors				
Deposits :				
Insurance	102	19		
Deposit A/C of USAID	1,552	00		
V.K.N. Menon Prize Fund	19	53		
Security Deposits from Mess Contractor	500	00		
Servicing Charges	1,090	00		
Hostel Deposits	100	00		
Library Deposits	485	00		
Gratuity Reserve Fund	18,126	09		
Deposit A/C with P.A.O., W.H.S.	446	00		
School Prize Fund	161	26		
Security Deposit from fellows	892	57		
			23,474	64
PART 'B'				
Ford Foundation II Grant—Interest	3,177	23		
F.F. II—Gain by Exchange	62,878	99		
Ford Foundation III Grant	5,00,200	00		
			5,66,256	22
PART 'C'				
Grant from Asia Foundation :				
1st Grant (including Rs. 1,00,000/- from Government of India)	1,00,000	00		
2nd Grant	20,400	00		
			1,20,400	00
PART 'D'				
Receipt from I.A.M.R. for Construction of Building			64,000	00
PART 'E'				
Other Grants :				
Grant from Ministry of Agriculture for the Seminar			20,500	00
Grant from Ministry of Home Affairs (A.R.C.) for Case Studies			8,000	00
Grant from Ministry of Home Affairs for Survey of Building Construction Dep'tt. of D.M.C.			11,000	00
Grant from A.R.C. for Various Studies			40,000	00
Grant from Ministry of External Affairs			10,000	00
Grant from the Commonwealth Foundation			41,963	90
Grant from Ministry of Works, Housing & Supply for the Study 'Production of Housing'			5,000	00
Grant from Ministry of Health for the Centre			69,000	00
Rockefeller			100	97
EROPA			28,312	84
Carried Over			24,29,628	13

PAYMENTS	Rs.	P.	Rs.	P.
Brought Forward			8,00,561	92
Office Expenses :				
Insurance	586	50		
Rates & Taxes	26,960	95		
Printing & Stationery	37,419	36		
Water & Electricity Charges	48,400	70		
Amenities to Staff	480	00		
Miscellaneous (School & Hostel)	8,481	34	1,22,328	85
Services and Supplies :				
Postage & Telegrams	23,303	40		
Telephones	14,367	18		
Conveyance	4,110	22		
Motor Car Expenses	4,777	99		
Liveries	4,548	17		
Office Equipment	8,833	16		
Air Conditioning Unit	5,321	34		
Cycles	1,244	25	66,505	71
Contingencies & Miscellaneous			27,310	63
Meetings			6,579	99
Contributions to Branches			24,045	00
Foreign Affiliations fee			4,263	00
Maintenance of Building & garden			36,971	44
Advances :				
Unpaid Salaries	821	34		
Conveyance Advances	5,944	00		
T.A. Advances	13,150	63		
Suspense	9,439	64		
Advances Recoverable	186	10		
ARC—Study Team on the Machinery for Planning	25,104	33		
Festival Advance	4,160	00		
USAID	900	00	59,706	04
Deposits :				
Refund of Security Deposit to Contractors	4,555	50		
P.A.O., W.H.S., Bombay	—			
Hostel Deposits	—			
Deposit from Ministry of Home Affairs for Books	278	05		
Fixed Deposit with United Commercial Bank Ltd. (V.K.N. Menon Prize Fund)	500	00		
G.P. Fund	240	00		
Income Tax	350	00	5,923	55
PART 'B'				
Expenditure from Ford Foundation 1 Grant ;				
Building Construction			1,800	00
Carried Over			11,55,996	13

RECEIPTS	Rs.	P.	Rs.	P.
Brought Forward			24,29,628	13
Carried Over			24,29,628	13

PAYMENTS	Rs.	P.	Rs.	P.
Brought Forward			11,55,996	13
Expenditure from Ford Foundation II Grant—				
Research Programmes :				
(i) Basic Research on Panchayati Raj & Community Development	20,708	25		
(ii) Research in the Administrative History of India	5,574	61		
(iii) Case Study of Administrative Development	6,749	27		
(iv) Planning Project	66,954	57		
(v) Administrative Support to School	11,745	43		
(vi) Library Development	17,461	39		
(vii) Office Equipment	1,193	55		
			1,30,387	07
Ford Foundation III Grant :				
Participation of Scientific Community in policy formulation and decision making	500	00		
Administration Growth for the A.R.C.	1,116	18		
Position Classification in Public Services	1,409	49		
Recruitment & Promotion procedure in the Atomic Energy Commission	1,243	50		
Career Development	3,941	06		
Office Equipment	6,965	06		
Study on Communication & Utilisation of results of Research	10,946	00		
Problem of Pricing in Public Enterprises	8,704	66		
Reference & Supporting Staff	4,690	19		
Machinery & Procedure for Redress of Citizen's Grievances	5,805	72		
Union-State relation in Multi-purpose River Valley Projects	1,418	39		
Case Studies	673	05		
Library Books	109	89		
			47,523	19
PART 'C'				
Expenditure met from Asia Foundation :				
I Grant (including the Grant received from the Government of India)	40,900	65		
II Grant			34,343	09
PART 'D'				
Expenditure on Building for I.A.M.R.	36,050	88		
PART 'E'				
Expenditure met from the Grant received from the Ministry of Agriculture	5,787	90		
Expenditure met from the Grant received from the Ministry of Home Affairs for Case Studies	—			
Expenditure on the Surveys of the Building Construction Department of D.M.C.	9,743	68		
Carried Over	14,60,732	59		

RECEIPTS	Rs.	P.	Rs.	P.
Brought Forward			24,29,628	13
TOTAL			24,29,628	13

PAYMENTS			
	Brought Forward		14,60,732 59
Expenditure on the following Projects met from the Grant from A.R.C. :			
(i) Control of Panchayati Raj Institutions	10,000 00		
(ii) Centre-State relations in Urban Development	6,423 44		
(iii) Relations between Ministers and Civil Servants	23,557 14		
(iv) Relations between Citizens and Administrator	22,063 79		62,044 37
Expenditure met from the Grant received from Ministry of External Affairs			3,915 78
Expenditure met from the Grant received from Commonwealth Foundation			31,947 00
EROPA			26,440 24
Expenditure met from the Grant received from Ministry of Health			71,946 62
Futuribles			13,823 02
Punjab Administrative Reforms Commission			2,444 88
Ministry of Education (Social Welfare Administration in States & Union)			2,471 84
A R.C. Case Studies			159 05
Closing Balances as on 31-3-1967 :			
Cash in hand—including Imprest & Postage	9,050 71		
In Current Account with :			
The State Bank of India, New Delhi	3,93,560 56		
The United Commercial Bank Ltd., New Delhi	88,188 82		
First National City Bank, New York :			
Saving Fund Account	81,426 45		
Current Account	1,03,998 15		
In Fixed Deposit Account with :			
United Commercial Bank Ltd., New Delhi (Prize Fund Account)	3,022 05		
State Bank of India, New Delhi (Gratuity Reserve Fund)	72,956 00		
United Commercial Bank Ltd., New Delhi (V.K.N. Menon Prize Fund)	1,500 00		7,53,702 74
TOTAL			24,29,628 13

D. L. MAZUMDAR
Hon. Treasurer

J. N. KHOSLA
Director & Ex-Officio Secretary

THE INDIAN INSTITUTE OF PUBLIC

Audited Statement of Accounts for the year 1966-67 showing

RECEIPTS	Rs.	P.	Rs.	P.
Subscriptions :				
Ordinary Members (including Life Members)	34,412	32		
Associate Members	792	00		
Corporate Members	25,358	34	60,562	66
Rents Received :				
Auditorium	16,040	61		
Residential Quarters	26,927	75		
Hostel	87,213	55		
Other Rents	3,420	00	1,33,601	91
Royalty			4,820	07
Miscellaneous Receipts			6,603	73
School Fees & General Charges			8,945	00
Sale of Journal & other Publications (including Subscriptions)			22,225	54
Interest			355	31
Gain by Exchange			29	02
Refund of Conveyance Advance			11,771	47
Short-term Training & Refresher Courses			12,100	00
Grant from Government of India (Recurring)			8,30,000	00
Carried Over			10,91,014	71

VII (b)

ADMINISTRATION, NEW DELHI

utilisation of the Grant-in-aid from Government

PAYMENTS	Rs.	P.	Rs.	P.
Pay & Allowances :				
(a) Administration	1,49,654	36		
(b) Journal & Publication	51,619	46		
(c) Research	44,666	16		
(d) Library	81,851	47		
(e) Accounts	31,662	13		
(f) School Teaching Staff	86,059	47		
(g) School & Hostel Staff	70,510	69		
(h) Medical Charges	11,759	78		
(i) Travelling Allowances :				
(1) Institute	6,430	95		
(2) School	2,653	93		
(j) Leave Salary & Pension Contributions including C.P.F. Contributions.	32,564	.61	5,69,433	01
Gratuity			15,000	00
Scholarships & Fellowships :				
Senior Fellowships	22,373	23		
Junior Fellowships	18,548	28		
Research Scholarships	7,513	95		
Teachers Scholarships	6,833	78		
Students Scholarships	2,443	56		
Visiting Professors and Lecturers	1,040	00	58,752	80
Publications :				
Periodicals	47,817	14		
Other Publications	18,354	55	66,171	69
Research, Training & Seminars :				
Research & Study Group Projects	6,745	35		
Training Refresher, Courses Seminars	11,878	68		
Conferences Abroad	(-)3,212	33	15,411	70
Carried Over			7,24,769	20

RECEIPTS	Rs.	P.	Rs.	P.
Brought Forward			10,91,014	71
Grand Total			10,91,014	71

Certified that the recurring grant of Rs. 8,30,000/- received from the Government of India for the year 1966-67 by the Indian Institute of Public Administration was utilised during the period for the purpose for which it was sanctioned, as mentioned in the foregoing statement.

S. VAIDYA NATH AIYAR & CO
Chartered Accountants

PAYMENTS	Rs.	P.	Rs.	P.
Brought forward			7,24,769	20
Honorarium :				
Reporters	380	00		
Correspondents	8,399	75		
External Examiners	1,977	00	10,766	75
Library :				
(a) Books	32,953	34		
(b) Periodicals	30,191	24		
(c) Binding	5,782	55		
(d) Equipment	8,460	90		
Less : Met from F.F. II Grant	77,388	03		
	117,461	39	59,926	64
Office Expenses :				
Insurance	586	50		
Rates & Taxes	26,960	95		
Printing & Stationery	37,419	36		
Water & Electricity charges	48,400	70		
Amenities to Staff	480	00		
Hostel & School	8,481	34	1,22,328	85
Services and Supplies :				
Air Conditioners	5,321	34		
Cycles	1,244	25		
Office Equipment (I)	8,833	16		
Postage & Telegrams	23,328	28		
Telephones	14,367	18		
Conveyance	4,085	34		
Motor Car Expenses	4,777	99		
Liveries	4,548	17	66,505	71
Essay Prize	1,613	50		
Contingencies & Miscellaneous	27,310	63		
Meetings	6,579	99		
Contribution to Regional Branches	24,045	00		
Foreign Affiliations	4,263	00		
Maintenance of Building & Garden	36,971	44		
Advances Recoverable Conveyance Advance	5,944	00		
Grand Total	10,91,014	71		

APPENDIX

INDIAN INSTITUTE OF PUBLIC

Income and Expenditure Account for the

EXPENDITURE	Rs.	P.	Rs.	P.
To Pay and Allowances :				
Institute Office, Library, Research & Publication	3,72,097	26		
School Teaching Staff	88,914	45		
School and Hostel Staff	70,753	29	5,31,765	00
" Travelling Allowances :				
Institute	6,430	95		
School	2,653	93	9,084	88
" Leave Salary and Pension and C.P. Fund Contribution			32,566	61
" Scholarships and Fellowships			54,380	80
" Contributions to Gratuity Reserve Fund			15,000	00
" Publications :				
Periodicals	46,836	53		
Other Publications	18,042	65	64,879	18
" Research, Training and Seminars :				
Research and Study Groups	6,836	95		
Training & Refresher Courses	11,878	68		
Seminars	—			
Conferences Abroad	—		18,715	63
" Honorarium :				
Correspondents	8,399	75		
Reporters	380	00		
External Examiners (School)	1,977	00		
Visiting Professors & Lecturers	1,040	00	11,796	75
" Essay Prize				
			1,613	50
" Library :				
Newspapers and Periodicals	30,191	24		
Book Binding Charges	5,782	55	35,973	79
" General Charges—Institute :				
Printing and Stationery	24,086	44		
Water and Electric Charges	46,353	85		
Rates and Taxes	26,960	95		
Amenities to Staff	480	00	97,881	24
" General Charges—School and Hostel				
			8,031	34
Carried Over			8,81,688	72

ADMINISTRATION, NEW DELHI

Year ended 31st March, 1967

INCOME	Rs.	P.	Rs.	P.
By Subscriptions :				
Ordinary Members	38,147	37		
Associate Members	779	00		
Corporate Members	23,358	34		
Transfer from Life Membership Capital Fund	3,434	49	65,719	20
" Rent Receipts :				
Auditorium	15,302	61		
Residential Quarters	27,375	73		
Hostel	1,10,530	06		
Other Rents	3,420	00	1,56,628	40
" Subs. to & Sale of Journal			8,427	66
" Sale of Other Publications			14,743	84
" Royalty on other Publications			10,535	58
" Fees, etc., from School			10,790	00
" Interest on Advances			355	31
" Miscellaneous Income			9, 845	08
" Grant from Ministry of Home Affairs for Short-term courses			12,100	00
" Grant received from Government of India for the year 1966-67			8,30,000	00
" Transferred from Ford Foundation Grant II to meet relevant Expenditure (per Contra)			1,29,243	38
" Purchases made out of Ford Foundation Grant II			17,461	39
" Transferred from Ford Foundation Grant III to meet relevant Expenditure (per Contra)			63,960	09
" Excess of Expenditure over Income carried over to Balance Sheet			81,592	37
Carried Over			14,11,402	30

EXPENDITURE	Rs.	P.	Rs.	P.
Brought Forward			8,81,688	72
To Services and Supplies :				
Postage and Telegrams	23,303	40		
Telephones	15,467	18		
Motor Car Expenses	4,777	99		
Liveries	4,548	17		
Conveyance	4,110	22	52,206	96
" Contingencies & Miscellaneous :				
Insurance (Cash)	586	50		
Entertainment	1,229	39		
Honorarium to Auditors	1,250	00		
Bank Charges	459	55		
Advertisement	1,861	73		
Furnishing	753	69		
Miscellaneous	21,067	43	27,208	29
" Meetings			6,579	99
" Contributions to Branches			24,045	00
' Foreign Affiliation Fee			4,263	00
" Maintenance of Building & Garden			36,849	68
" Depreciation			1,85,357	19
" Expenditure met out of Ford Foundation Grant II				
Case Study	6,817	78		
Administrative History of India	3,250	66		
Panchayati Raj & Comm. Dev.	19,359	03		
Admn. Support to School	10,727	32		
Office Equipment	1,193	55		
Planning Project	70,433	65		
Library Development	17,461	39	1,29,243	38
" Expenditure met out of Ford Foundation Grant III				
Participation of Scientific Comm. in Policy				
Formulation & Decision Making	1,000	00		
Administrative Growth for the A.R.C.	2,173	26		
Position Classification in Pub. Services	5,382	78		
Recruitment and Promotion Procedure in the				
Atomic Energy Commission	1,243	50		
Library Books	109	89		
Career Development	4,557	66		
Consultants	300	00		
Office Equipment	6,965	06		
Study on Communication and Utilisation of				
Results of Research by Industry	10,340	17		
Carried Over	/		13,47,442	21

INCOME	Rs.	P.	Rs.	P.
Brought Forward			14,11,402	30
Carried Over			14,11,402	30

EXPENDITURE	Rs.	P.	Rs.
Brought Forward			13,47,442
Problem of pricing in Public Enterprises	11,195	63	
Science and Government	1,816	13	
Reference & Supporting Staff	6,430	19	
Machinery and Procedure for redress of Citizen's Grievances	8,719	38	
Union-State Relations in Multi purpose River Valley Projects	2,513	39	
Case Study	673	05	63,960
TOTAL			14,11,402

S. VAIDYANATH AIYAR & CO.
Chartered Accountants

INCOME	Rs.	P.	Rs.	P.
Brought Forward			14,11,402	30
TOTAL			14,11,402	30

D.L. MAZUMDAR
Hony. Treasurer

J.N. KHOSLA
Director & Ex-Officio Secretary

APPENDIX

THE INDIAN INSTITUTE OF PUBLIC

Balance Sheet as at

LIABILITIES	Rs.	P.	Rs.	P.
Grants :				
As per Schedule 'A' Attached			7,28,850	06
Funds :				
As per Schedule 'B' Attached			41,33,774	68
Surplus :				
Income and Expenditure Account				
As per last Balance Sheet	1,96,029	02		
Excess of Expenditure over Income	81,592	37	1,14,436	65
Deposits :				
Security Deposits	26,605	84		
Other Deposits	6,512	43	33,118	27
Liabilities & Provisions :				
As per Schedule 'C' Attached			98,803	89
Receipts from I.A.M.R. for Construction of Building			7,03,000	00
TOTAL			58,11,983	55

Examined and Found Correct
S. VAIDYANATH AIYAR & CO.
Chartered Accountants

D.L. MAZUMDAR
Hony. Treasurer

ADMINISTRATION, NEW DELHI

31st March, 1967.

ASSETS	Rs.	P.	Rs.	P.
Fixed Assets :				
Gross Block at Cost :	53,29,779	21		
<i>Less : Depreciation written off up to-date (As per Schedule 'D' Attached)</i>	13,15,068	72	40,14,710	49
Investments at Cost :				
Shares in I.I.P.A. Co-operative Stores			2,500	00
Current Assets, Loans and Advances				
Stock of Paper, Stationery and Publications	50,474	46		
Sundry Debtors	1,42,688	57		
Cash and Bank Balances	7,54,222	74		
Advances	1,03,888	48		
Deposits	23,251	28	10,74,525	53
Expenditure on I.A.M.R. Building			7,20,247	53
TOTAL			58,11,983	55

J N. KHOSLA
Director & Ex-Officio Secretary

ASOKA MEHTA
Chairman

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'A'

Source	Amount as per last Balance Sheet	Receipts during the year	Total	Expenditure during the year	Balance
Ford Foundation					
Grant I	10,490 00				
Grant II	1,77,064 65	66,056	22 *	10,490 00	1,800 00
Grant III	—	5,00,200 00	5,00,200 00	2,43,120 87	1,29,243 38
Asia Foundation					
Grant I (includes Rs. 100,000/- from Government of India)	33,168 65	1,00,000 00	1,33,168 65	42,050 65	91,118 00
Grant II	26,525 02	20,400 00	46,925 02	34,633 73	12,291 29
Futuribles	38,756 41	—	38,756 41	14,023 02	24,733 39
EROPA, Seatt. Manila	1,622 76	28,312 84	29,935 60	26,440 24	3,495 36
Rockefeller Grant (Gokhale Project)	(—)990 73	100 97	(—)889 76	—	(—)889 76
Grant from Ministry of Education	2,324 68	—	2,324 68	2,146 84	177 84
Punjab Administrative Reforms Commission	1,374 63	—	1,374 63	1,394 88	(—)20 25
Commonwealth Foundation	(—)5,427 39	41,963 90	41,963 90	31,947 00	10,016 90
Ministry of Agriculture	—	20,500 00	15,072 61	5,787 90	9,284 71
Min. of Home Affairs (Survey of D.M.C.)	—	11,000 00	11,000 00	12,349 52	(—)1,349 52
Ministry of External Affairs	—	10,000 00	10,000 00	3,915 78	6,084 22
Administrative Reforms Commission	—	40,000 00	40,000 00	70,118 27	(—)30,118 27
Ministry of Health	—	69,000 00	69,000 00	77,720 61	(—)8,720 61
Ministry of Works, Housing and Supply	—	5,000 00	5,000 00	—	5,000 00
Ministry of Home Affairs for Case Studies	—	8,000 00	8,000 00	159 05	7,840 95
TOTAL	2,91,326 80	9,20,533 93	12,06,332 37	5,17,690 96	7,28,850 06
	(—)6,418 .12	(—)889 76	(—)889 76	(—)41,098 41	

*Note : This represents the increase in rupee value due to devaluation Rs. 62,878.99 & interest Rs. 3,177.23 on balances in foreign bank.

S. VAIDYANATH AIYAR & CO.
Chartered Accountants

D.L. MAZUMDAR
Hon'g Treasurer

J.N. KHOSLA

Director & Ex-Officio Secretary

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'B'—Forming Part of Balance Sheet as at 31st March, 1967

FUNDS	Rs.	P.	Rs.	P.
Life Membership Capital Fund :				
As per last Balance Sheet	26,169	93		
Add : Life Membership Fees received during the year	8,175	00		
	34,344	93		
	3,434	49	30,910	44
Building Fund :				
As per last Balance Sheet	40,22,229	88		
Additions during the year	1,800	00	40,24,029	88
Gratuity Reserve Fund :				
As per last Balance Sheet	54,953	00		
Add : Amount provided during the year	15,000	00		
Interest on Fixed Deposit	3,126	09	73,079	09
Annual School Prize Fund :				
As per last Balance Sheet	3,574	48		
Add : Interest received during the year	161	26		
Donations received during the year	—			
Less : Prizes given during the year	3,735	74	3,735	74
V.K.N. Menon Prize Fund :				
As per last Balance Sheet	2,000	00		
Add : Interest received during the year	169	53		
Less : Prizes given during the year	1,169	53	2,019	53
TOTAL			41,33,774	68

S. VAIDYANATH AIYAR & CO.
Chartered Accountants

J.N. KHOSLA
Director & Ex-Officio Secretary

D.L. MAZUMDAR
Hony. Treasurer

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'C'—Forming Part of the Balance Sheet as at 31st March, 1967

LIABILITIES AND PROVISIONS	Rs.	P.
For Expenses	91,504	97
Unpaid Salaries	2,808	48
Insurance	102	19
Service Charges	1,410	00
Subscription received in Advance	2,978	25
TOTAL	98,803	89

S. VAIDYANATH AIYAR & CO.
Chartered Accountant

D.L. MAZUMDAR
Hony. Treasurer

J.N. KHOSLA
Director & Ex-Officio Secy.

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'E'—Forming Part of Balance Sheet as at 31st March, 1967

CURRENT ASSETS	Rs.	P.	Rs.	P.
Stock of Paper, Stationery and Publications (At cost as certified by the Administrative Officer)			50,474	46
Sundry Debtors (Considered good)				
Subscriptions receivable	53,014	01		
Bills receivable	5,812	98		
Dues from Asia Publishing House	11,733	21		
Dues from S. Chand & Co.	564	38		
Tuition Fees Outstanding	1,845	00		
Rents outstanding for staff quarters	2,705	68		
Rents Outstanding for Hostel	64,887	31		
Rents Outstanding for Auditorium	2,126	00	1,42,688	57
Cash and Bank Balances				
Cash in hand including Imprest and Postage	9,070	71		
Balance with Scheduled Banks				
In Current Accounts	4,81,749	38		
Balance in Foreign Banks	1,85,424	60		
In Deposit Accounts				
School Prize Fund	3,022	05		
Gratuity Reserve Fund	72,956	00		
V.K.N. Menon Prize Fund	2,000	00	7,54,222	74
Advances Accountable/Recoverable				
T.A. Advances	16,365	63		
Staff Advances for purchase of Conveyance	5,875	96		
Advances Recoverable	463	30		
Festival Advances	803	00		
Suspense	11,284	01		
U.S.A.I.D.	900	00		
Expenditure incurred in excess of Rockefeller Grant	889	76		
Expenditure incurred in excess of Punjab Admn. Reforms Commission	20	25		
Expenditure incurred in Excess of Ministry of Home Affairs (Survey of D.M.C.)	1,349	52		
Expenditure incurred in excess of Administrative Reforms Commission	30,118	27		
Expenditure incurred in excess of Ministry of Health	8,720	61		
Expenditure on Study Team on the Machinery for Planning recoverable for A.R.C.	27,098	17	1,03,888	48
D.E.S.U.	7,720	00		
O.Y. Telephones	13,025	00		
Trunk Calls	200	00		
D.D.A.	500	00		
Post Master, New Delhi	100	00		
P.A.O., W.H.S., Bombay	1,706	28	23,251	28
TOTAL			10,74,525	53

THE INDIAN INSTITUTE OF PUBLIC

BUDGET ESTIMATES

RECEIPTS

	Actuals 65-66	Budget 66-67	Revised Budget 66-67	Estimates 67-68
1. SUBSCRIPTIONS :				
(a) Ordinary Members	32,448	35,000	25,000	30,000
(b) Associate Members	840	1,000	700	700
2. CORPORATE MEMBERS :				
State Governments, Universities and other organisations	19,250	17,000	17,000	18,000
3. SALE OF JOURNAL AND OTHER PUBLICATIONS	23,534	16,000	16,000	33,000
4. ROYALTIES	—	8,000	8,000	3,000
5. INTEREST	871	1,000	500	500
6. RENT FROM RESIDENTIAL QUARTERS INCLUDING SCHOOL STAFF	26,001	25,000	25,000	26,500
7. AUDITORIUM	11,747	9,000	9,000	10,000
8. HOSTEL RENT	61,466	80,000	85,300	86,100
9. MISCELLANEOUS RECEIPTS	7,172	1,500	7,500	6,000
10. ADVANCES RECOVERABLE	14,854	10,000	11,000	8,000
11. OTHER RENTS	7,159	10,000	5,000	5,000
12. GAIN BY EXCHANGE	517	—	—	—
13. SCHOOL FEES	8,035	7,000	7,000	8,000
14. TRAINING AND REFRESHER COURSES	61,800	40,000	31,300	38,400
TOTAL	2,75,694	2,60,500	2,48,300	2,73,200

ADMINISTRATION, NEW DELHI

FOR 1967-68

PAYMENTS

	Actuals 65-66	Budget 66-67	Revised Budget 66-67	Estimates 67-68
<i>Part I—Headquarters of the Institute</i>				
A.1 EDUCATION, TRAINING AND RESEARCH DIRECTION :				
(a) Pay & Allowances—Teaching Staff	1,04,348	1,02,000	89,600	1,15,700
(b) Pay & Allowances—Office Staff	61,211	76,000	72,100	63,200
(c) Hon. to External Examiners	2,586	3,500	3,500	3,500
(d) Scholarships to Students	2,568	6,000	1,600	6,000
(e) Visiting Professors	7,344	6,000	—	—
	1,78,057	1,93,500	1,66,800	1,88,400
A.2 RESEARCH STAFF, SCHOLARSHIPS AND FELLOWSHIPS :				
Pay & Allowances—				
Research Staff	55,367	93,800	55,000	97,200
Research & Study groups	9,376	12,000	11,400	11,400
Senior Fellowships	28,113	27,000	23,900	36,000
Junior Fellowships	15,542	21,600	14,600	21,600
Research Scholarships	10,026	6,000	7,600	12,000
Teachers Scholarships	7,944	9,000	6,900	14,400
Essay Prize	1,375	—	1,500	1,500
	1,27,743	1,69,400	1,20,900	1,94,100
A.3 TRAINING & REFRESHER COURSES	24,134	40,000	31,300	38,400
A.4 SEMINARS AND CONFERENCES				
Seminars	480	3,000	3,000	10,000
Hon. to Reporters	100	1,000	1,000	1,000
Conferences Abroad	(—)268	6,000	1,000	1,000
Foreign Affiliations	5,875	1,500	5,400	5,400
	6,187	11,500	10,400	17,400
A.5 PUBLICATIONS				
Periodicals	50,703	35,000	45,000	45,000
Others	13,141	18,000	28,000	20,000
Hon. to correspondents	8,500	9,000	9,000	9,000
Pay & Allowances	40,318	44,400	50,000	57,300
	1,12,662	1,06,400	1,32,000	1,31,300
A.6 LIBRARY				
Books	30,839	40,000	30,000	25,000
Periodicals & Binding Charges	23,167	22,000	30,000	25,000
Equipments -	6,348	2,100	4,000	1,700
Pay & Allowances	78,671	78,400	80,000	89,800
	1,39,025	1,42,500	1,44,000	1,41,500
A.7 JOINT DIRECTOR	—	—	—	26,100
TOTAL—A.1 to A.7.	5,87,808	6,63,300	6,05,400	7,37,200

RECEIPTS

	Actuals 65-66	Budget 66-67	Revised Budget 66-67	Estimates 67-68
Brought Forward	2,75,694	2,60,500	2,48,300	2,73,200
TOTAL	2,75,694	2,60,500	2,48,300	2,73,200
GRANT FROM GOVERNMENT OF INDIA	9,25,000	9,25,000	9,00,000	12,18,000
GRAND TOTAL	12,00,694	11,85,500	11,48,300	14,91,200

P A Y M E N T S

	Actuals 65-66	Budget 66-67	Revised Budget 66-67	Estimates 67-68
B. ADMINISTRATIVE SERVICES (Including service to members)				
Pay & Allowances—Administration	1,69,969	1,47,600	1,45,600	1,40,400
Pay & Allowances—Accounts	35,562	33,100	31,200	35,000
Meetings (of Committees of the Institute etc.)	11,178	13,000	13,000	13,000
	<u>2,16,709</u>	<u>1,93,700</u>	<u>1,89,800</u>	<u>1,88,400</u>
C. ITEMS OF EXPENDITURE COMMON TO A & B				
Contributions to C.P.F. (including L/S & pension Contributions in respect of deputationists)	49,302	40,000	33,000	35,000
Gratuity	15,000	12,000	15,000	15,000
Travelling Allowances	7,623	12,000	15,000	10,500
Medical Expenses	12,761	11,000	11,000	12,500
Office expenses	69,695	52,000	52,000	56,000
Services & supplies	22,946	25,000	30,600	21,500
Building Maintenances & Taxes	1,35,701	1,18,000	1,21,000	1,21,000
Hostel				19,500
Miscellaneous	49,255	30,500	35,000	34,600
	<u>3,62,283</u>	<u>3,00,500</u>	<u>3,12,600</u>	<u>3,25,600</u>
D. OTHER ITEMS				
Share of memberships fees to Branches (at 50% of rate of subscription)				
Advances Recoverable	13,731	10,000	10,000	15,000
Provision for increase in the rates of D.A.	—	—	12,500	7,000
TOTAL D	13,731	10,000	22,500	18,000
TOTAL A to D	<u>11,80,531</u>	<u>11,67,500</u>	<u>11,30,300</u>	<u>12,91,200</u>

Part II Regional & Local Branches

Regional & Local Branches	20,163	13,000	18,000	2,00,000
TOTAL PART I and PART II	12,00,694	11,85,500	11,48,300	14,91,200